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**FRIDAY, 9 FEBRUARY 2024**

**TO: ALL MEMBERS OF THE DYFED POWYS POLICE AND CRIME PANEL**

I HEREBY SUMMON YOU TO ATTEND A MEETING OF THE **DYFED POWYS POLICE AND CRIME PANEL** WHICH WILL BE HELD IN THE **CHAMBER, COUNTY HALL, CARMARTHEN, SA31 1JP - COUNTY HALL, CARMARTHEN. SA31 1JP. AT 10.30 AM, ON FRIDAY, 16TH FEBRUARY, 2024** FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA

*Wendy Walters*

**CHIEF EXECUTIVE**

<b>Democratic Officer:</b>	<b>Julie Owens</b>
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<b>Webcast viewing link:</b>	<b><a href="https://carmarthenshire.public-i.tv/core/portal/webcast_interactive/772991">https://carmarthenshire.public-i.tv/core/portal/webcast_interactive/772991</a></b>

Wendy Walters Prif Weithredwr, *Chief Executive*,  
Neuadd y Sir, Caerfyrddin. SA31 1JP  
County Hall, Carmarthen. SA31 1JP

**DYFED POWYS POLICE & CRIME PANEL  
14 MEMBERS**

**CARMARTHENSHIRE COUNTY COUNCIL - 3 MEMBERS**

1. COUNCILLOR      KEN HOWELL
2. COUNCILLOR      DOT JONES
3. COUNCILLOR      KAREN DAVIES

**CEREDIGION COUNTY COUNCIL - 3 MEMBERS**

1. COUNCILLOR      KEITH EVANS
2. COUNCILLOR      WYN THOMAS
3. COUNCILLOR      ELIZABETH EVANS

**PEMBROKESHIRE COUNTY COUNCIL - 3 MEMBERS**

1. COUNCILLOR      BRIAN HALL
2. COUNCILLOR      JONATHAN GRIMES
3. COUNCILLOR      SIMON HANCOCK

**POWYS COUNTY COUNCIL - 3 MEMBERS**

1. COUNCILLOR      LIZ RIJENBERG
2. COUNCILLOR      LES GEORGE
3. COUNCILLOR      WILLIAM POWELL

**CO-OPTED INDEPENDENT MEMBERS - 2 MEMBERS**

1. PROFESSOR IAN ROFFE
2. MRS HELEN MARGARET THOMAS

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## DYFED POWYS POLICE AND CRIME PANEL

**FRIDAY, 26 JANUARY 2024**

**PRESENT:** Professor Ian Roffe (Independent Member) (Chair)

**Carmarthenshire County Council Members:**

K. Howell and K. Davies

**Ceredigion County Council Members:**

K. Evans and W. Thomas;

**Pembrokeshire County Council Members:**

J. Grimes and S. Hancock;

**Powys County Council Members:**

W. Powell, L. George

**Independent Member:**

Mrs. H.M. Thomas;

**In attendance from the Office of the Police and Crime Commissioner:**

Mr. D. Llywelyn - Police and Crime Commissioner;

Mrs. B. Peatling - Chief Finance Officer;

**The following Officers were in attendance:**

R. Edgecombe, Panel Monitoring Officer;

K. Evans, Democratic Services Officer (Carmarthenshire County Council);

I. Moorhouse, Democratic Services Officer (Pembrokeshire County Council);

K. Matthews, Assistant Democratic Services Officer (Pembrokeshire County Council)

L. H. Jones, Principal Translator;

**County Hall - Haverfordwest - 10.30 am - 12.05 pm**

**1. APOLOGIES FOR ABSENCE AND PERSONAL MATTERS**

Apologies for absence were received from Councillor Liz Rijenberg (Powys County Council), Councillor Elizabeth Evans, Ceredigion County Council and Councillor Dot Jones (Carmarthenshire County Council). Apologies were also received from Carys Morgans (Chief of Staff, OPCC).

The Chair, on behalf of the Panel, extended condolences on the passing of former Councillor Jim Jones.

The Chair extended congratulations to Councillor Simon Hancock (Pembrokeshire County Council) upon recently receiving his MBE.

**2. DECLARATIONS OF INTEREST**

Note: These minutes are subject to confirmation at the next meeting.

<b>Member</b>	<b>Agenda Item No</b>	<b>Interest</b>
Cllr. S Hancock	All agenda items	Personal interest - Family member is a serving Police Officer within Dyfed Powys Police Force

**3. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING HELD ON THE 27 OCTOBER 2023**

**RESOLVED** that the minutes of the Dyfed-Powys Police and Crime Panel meeting held on the 27<sup>th</sup> October, 2023 be signed as a correct record.

**4. MATTERS ARISING FROM THE MINUTES (IF ANY)**

**27th October 2023 - minute item 6** – in response to a query, the Commissioner informed that the Open Door event at the Police Headquarters was a success, with around 150 attendees from Town and Community Councils.

**5. 2024-2025 POLICE PRECEPT**

[NOTE: Councillor S. Hancock had earlier declared an interest in this item.]

The Panel considered the Commissioner’s report on the proposed Police precept for 2024/2025. The Panel was advised that it could make the decision to either approve, reject, or veto the proposed precept at the meeting and thereafter had to issue a report on its decision to the Commissioner. The decision to approve or reject could be made by a simple majority while a veto vote had to be supported by a two-third majority of the entire Panel membership. This would imply that ten Panel Members present at the meeting would have to support the veto. It was further advised that, if the Panel chose to veto, the Commissioner would not be able to issue the proposed precept and would have to publish a response to the Panel’s report, indicating a different proposed precept, by the 15<sup>th</sup> February 2023. The Panel would not be able to veto the revised proposed precept but could only decide to approve or reject it.

Councillor Keith Evans (Panel Lead on Finance) provided a presentation on the Panel’s Finance Subgroup’s scrutiny of the 2024/25 precept proposal.

He advised that the funding received by the Commissioner primarily comes from the Home Office grant settlement, with smaller contributions from Welsh Government and certain other grants. Home Office funding is dependent on maintaining a specific number of police officers and therefore, reducing the number of officers to make savings is not a realistic option.

Cllr. Evans advised that he commended the report, which proposed a precept increase of £1.62 per month on a Band D property equating to a 6.2% increase on the previous year. The precept offers value for money and is still the lowest in Wales. He thanked the Commissioner and Chief Constable for organising a finance seminar that supported scrutiny of the report.

Note: These minutes are subject to confirmation at the next meeting.

The Panel thanked Cllr. Evans and the Commissioner for their detailed and informative reports.

In response to a query regarding resource within the force, the Commissioner informed members that the force was resource efficient. There has been a 20% increase in staff resource across the force and substantial investment since 2016. An internal consultation regarding changes to the operative model was currently ongoing. The members were advised that a Retention Officer within the force, undertakes exit interviews with those leaving the force. The Retention Officer interacts with officers, to better understand as to why officers may want to leave the force.

It was noted that the Commissioner had made representation regarding submissions on the Home Office funding formula deliberations at Westminster and the Senedd.

A query was raised concerning an increase in rural crime. The Commissioner advised members of the Rural Crime Strategy within the force and of the Rural Crime team based in Cardigan. The Commissioner advised that rural crime was an issue and that operations were active across the force area and urged the public to provide any information they thought relevant.

In response to a query regarding the Welsh Government withdrawing funds for the All Wales School Programme from 1<sup>st</sup> April, 2024, the Commissioner informed members that the programme would be provided until the election in May and work would be ongoing to review the future operating model and associated implications.

In response to a query, the Commissioner advised members that Police Community Support Officer's (PCSO) do not have the same powers as Police Officers. The members were informed that PCSO's do have access to a Sergeant and Constable within Neighbourhood Policing Teams, to assist in difficult situations.

**UNANIMOUSLY RESOLVED that the Commissioner's proposal to increase the Dyfed-Powys Police precept by 6.2% for 2024/25 be endorsed.**

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**CHAIR**

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**DATE**

Note: These minutes are subject to confirmation at the next meeting.

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**EXECUTIVE SUMMARY  
DYFED-POWYS POLICE AND CRIME PANEL  
16/02/2024**

**PEEL ASSESSMENT 2023-2025 AND RESPONSE BY THE POLICE  
AND CRIME COMMISSIONER**

On the 17<sup>th</sup> November 2023 the HMICFRS published its PEEL assessment of Dyfed-Powys Police. The assessment rated the force as 'adequate' in 6 categories and as 'requiring improvement' in 2.

The summary of the report contains the statement.

*"I am satisfied with most aspects of the performance of Dyfed-Powys Police in keeping people safe, reducing crime and providing victims with an effective service. But there are areas where the force needs to improve."*

The report highlights areas of good practice, where improvements had already been made and where further improvements are needed.

A copy of the assessment is attached.

The Police and Crime Commissioner has produced a comprehensive response to the PEEL assessment, detailing the work that has been done to address areas of concern and setting out the further steps planned.

A copy of this response is also attached.

**DETAILED REPORT ATTACHED?**

**YES**

**Section 100D Local Government Act, 1972 – Access to Information  
List of Background Papers used in the preparation of this report:**

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Host Authority Files	PACP-082	County Hall Carmarthen

# PEEL 2023–25

## Police effectiveness, efficiency and legitimacy

An inspection of Dyfed-Powys Police

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# Overall summary

## Our judgments

Our inspection assessed how good Dyfed-Powys Police is in nine areas of policing. We make graded judgments in eight of these nine as follows:

Outstanding	Good	Adequate	Requires improvement	Inadequate
		Investigating crime	Protecting vulnerable people	
		Preventing crime	Developing a positive workplace	
		Police powers and public treatment		
		Responding to the public		
		Managing offenders		
		Leadership and force management		

We also inspected how effective a service Dyfed-Powys Police gives to victims of crime. We don't make a graded judgment in this overall area.

We set out our detailed findings about things the force is doing well and where the force should improve in the rest of this report.

### Data in this report

For more information, please [view this report on our website](#) and select the 'About the data' section.

## PEEL 2023–2025

In 2014, we introduced our police efficiency, effectiveness and legitimacy (PEEL) inspections, which assess the performance of all 43 police forces in England and Wales. Since then, we have been continuously adapting our approach.

We have moved to a more [intelligence](#)-led, continual assessment approach, rather than the annual [PEEL inspections](#) we used in previous years. Forces are assessed against the characteristics of good performance, set out in the [PEEL Assessment Framework 2023–2025](#), and we more clearly link our judgments to [causes of concern](#) and [areas for improvement](#).

It isn't possible to make direct comparisons between the grades awarded in this PEEL inspection and those from the previous cycle of PEEL inspections. This is because we have increased our focus on making sure forces are achieving appropriate outcomes for the public, and in some cases we have changed the aspects of policing we inspect.

### The operating context for Welsh forces

It is important to recognise that forces in Wales operate in a different context to those in England. Although policing and justice aren't devolved to Wales, essential services such as healthcare, accommodation, education and social services are. This means that Welsh police and justice activity take place in unique performance and legislative contexts. In Wales, devolved and non-devolved organisations work in partnership to give local people the best possible level of service. Sometimes this means forces in Wales need to comply with both English and Welsh regulatory requirements.

### Terminology in this report

Our reports contain references to, among other things, 'national' definitions, priorities, policies, systems, responsibilities and processes.

In some instances, 'national' means applying to England or Wales, or England and Wales. In others, it means applying to England, Wales and Scotland, or the whole of the United Kingdom.

### HM Inspector's summary

I am satisfied with most aspects of the performance of Dyfed-Powys Police in keeping people safe, reducing crime and providing [victims](#) with an effective service. But there are areas where the force needs to improve.

I recognise that Dyfed-Powys Police is the second highest funded force per head of population in England and Wales and records an average number of incidents for forces in Wales. The introduction of the [Niche](#) crime recording system has created a period of significant change for the force over recent months. The system has affected the timeliness of some activities as officers and staff have adapted to a new way of working. The force has achieved some impressive standards in the effective

investigation of crime, but there is still work to do to achieve appropriate outcomes for victims.

I have concerns about the way the force is risk assessing incidents related to [domestic abuse](#). The inspection team found a variety of serious offences had been inappropriately graded in a lower risk category. Failure to identify risk and provide appropriate safeguarding and support could leave [vulnerable people](#) at risk of further harm. The force has committed to making sure that all incidents related to domestic abuse have a secondary risk assessment by specialist staff. I will be closely monitoring progress in this area.

The force should make sure that it has an effective governance structure in place to protect vulnerable people. Governance arrangements lacked the focus and structure needed to understand the risk the force is managing and respond appropriately to concerns.

The force must make sure that it answers more [101](#) calls within the recommended time period and understand why calls are abandoned. Abandoned calls might result in the public not getting the service they deserve and may affect their confidence in Dyfed-Powys Police. The force also needs to continue to improve the time it takes to answer emergency calls.

We found that the force's efforts to improve performance was producing positive results. But we also found some officers and staff felt this created a competitive environment. This could lead to officers and staff focusing on specific performance measures instead of considering the most appropriate action to take. The force should make sure that everyone properly understands their performance framework.

Officers understand the importance of appropriate behaviours and communicating effectively with the public. The force encourages strong scrutiny and challenge of stop and search. But it needs to improve its external scrutiny arrangements for the use of force.

It was pleasing to see the force's approach to problem-solving. It is also good at tackling and preventing [antisocial behaviour](#). But Dyfed-Powys Police should improve the way it communicates with local people.

The force uses data effectively to understand its finances, which we identify as promising practice. This makes sure that the force understands the actual cost of its resources and the level of finance that is available. The practice is already being shared with other forces nationally.



However, it was disappointing to see that the force doesn't consistently address the welfare of its workforce. Officers and staff felt well supported by their immediate supervisors. But the force could do more to understand the demands placed on its officers and staff and provide appropriate well-being support.

I am pleased with the way the force has responded to my concerns and I will be monitoring progress closely.



**Wendy Williams**

HM Inspector of Constabulary

## Leadership

Using the [College of Policing leadership expectations](#) as a framework, in this section we set out the most important findings relating to the force's leadership at all levels.

The chief officer team at Dyfed-Powys Police has clear priorities, which are widely communicated throughout the force. The force has a strong performance culture. We found that leaders assessed the performance of their teams against outcomes and priorities.

However, elements of governance and planning processes in some essential areas of policing aren't yet effective. Not all leaders are taking responsibility for their plans. And leaders are sometimes making decisions that affect operational policing without the necessary scrutiny or oversight from the chief officer group.

Leaders understand and value diversity and its organisational benefits. They show a belief in inclusive leadership and instilling an inclusive and supportive force culture. Nearly all officers and staff we spoke to were proud to work for Dyfed-Powys Police and described a "family feel" to the force at local leadership levels. But we did find that not all officers believed that senior leaders fully understood their concerns and well-being needs. They didn't always feel that senior officers were visible and accessible.

Senior leaders appear committed to developing leadership at all levels. But in our inspection, we found that there wasn't enough support in place for supervisors entering leadership for the first time. This meant some officers lacked crucial skills to manage teams and performance effectively.

The force's senior leadership have challenges to deal with, such as recruiting and retaining officers and staff in some important areas in a competitive job market. They are also facing the challenge of an ageing fleet. The difficulties in these areas are felt across the force, which has an effect on morale and performance among officers and staff. But the force is in a healthy financial position and is redesigning its operating model to improve organisational performance.

More detail on Dyfed-Powys Police's leadership is included in the main body of the report.

## Reducing crime assessment

The reducing crime assessment sets out what Dyfed-Powys Police is doing to reduce crime and how effective this action is. This assessment doesn't include police-recorded crime figures. This is because they can be affected by variations and changes in recording policy and practice. This means it is difficult to make comparisons over time.

In order to provide the public with an effective service, Dyfed-Powys Police needs to make sure it answers emergency and non-emergency calls quickly enough and understand why calls might be abandoned. The force should make sure that a victim contract is completed where appropriate. It is important for the force to consult and consider the views of victims to help maintain their confidence in investigations.

The force has an effective approach to problem-solving. This helps to identify local problems and gather intelligence that helps to reduce crime. We also found that the force is effective at tackling and preventing antisocial behaviour. But Dyfed-Powys Police needs to improve how it communicates with local people.

The force understands and improves the way it uses [stop and search powers](#) through analysis and monitoring at force-level meetings. It can show that its use of stop and search is generally fair and effective. This helps to reduce crime. But the force should make sure that officers understand its strategic objective in increasing the use of stop and search.

The force has effective governance arrangements for investigative standards. This results in investigations that are well supervised and are carried out effectively. The force aims to improve outcomes for victims by pursuing all appropriate lines of enquiry. But more needs to be done to achieve appropriate outcomes for victims. This will help prevent further crime.

The force doesn't always explore or record the perspective of children in households where an incident of domestic abuse has happened. Failing to adequately explore and record the perspective of children may reduce the likelihood of the right support being put in place to protect children and prevent further crimes.

More detail on what Dyfed-Powys Police is doing to reduce crime is included in the main body of the report.

# Providing a service to victims of crime

## Victim service assessment

This section describes our assessment of the service Dyfed-Powys Police provides to victims. This is from the point of reporting a crime and throughout the investigation. As part of this assessment, we reviewed 100 case files.

When the police close a case of a reported crime, they assign it an 'outcome type'. This describes the reason for closing it.

We selected 100 cases to review, including at least 20 that the force had closed with the following outcome:

Formal action against the offender isn't in the public interest – police decision (outcome 10).

Although our victim service assessment is ungraded, it influences graded judgments in the other areas we have inspected.

### **The force needs to improve the time it takes to answer emergency and non-emergency calls, but it does triage calls effectively and identify repeat victims**

The force needs to improve the time it takes to answer emergency calls. It also needs to reduce the number of non-emergency calls that the caller abandons because the call isn't answered. When it answers calls, it considers threat, harm, risk and vulnerability. It identifies repeat victims, meaning that it is fully aware of the victim's circumstances when considering what response it should give. Call handlers are polite and give victims advice on how to preserve evidence.

### **In most cases, the force responds promptly to calls for service**

On most occasions, the force responds to calls for service appropriately and within set timescales. But the force doesn't always tell victims about delays, meaning that victims' expectations aren't always met. This may cause victims to lose confidence and disengage from the process.

## **The force carries out effective and timely investigations**

In most cases, the force carries out investigations in a timely way and completes relevant and proportionate lines of enquiry. The force supervises investigations well and regularly updates victims. But the force doesn't always complete victim contracts. Victims are more likely to have confidence in a police investigation when they get regular updates.

A thorough investigation increases the likelihood of identifying and arresting perpetrators, providing a positive outcome for the victim. In most cases, the force took victim personal statements. This gives victims the opportunity to describe how that crime has affected their lives.

The force doesn't always consider the opportunity to progress a case when the victim withdraws their support. This can be an important method of safeguarding the victim and preventing further offences from being committed. And the force doesn't always record whether it has considered using orders designed to protect victims, such as a [Domestic Violence Protection Notice](#) or [Order](#).

The [Code of Practice for Victims of Crime](#) requires forces to carry out a needs assessment at an early stage to determine whether victims need additional support. The force usually carries out this assessment and records the request for additional support.

## **The force considers victims' wishes and the offender's background and usually holds an auditable record of victims' wishes**

The force usually closes crimes with the appropriate outcome type and records a clear reason for using a certain outcome. The force usually seeks victims' views when deciding which outcome type to assign to a closed investigation. When needed, officers and staff obtained an auditable record of victims' wishes. The force informed victims of the outcome code assigned to the investigation.

# Police powers and treating the public fairly and respectfully

## Adequate

Dyfed-Powys Police is adequate at using police powers and treating people fairly and respectfully.

### Areas for improvement

#### **The force needs to improve its recording of reasonable grounds for stop and search and make sure officers understand the force's approach to improving performance**

During our inspection, we reviewed a sample of 187 stop and search records from 1 January to 31 December 2022. Based on this sample, we estimate that 79.7 percent (with a confidence interval of +/- 5.6 percent) of all stop and searches by the force during this period had reasonable grounds recorded. This is broadly unchanged from the findings in our previous review in 2020. In the year ending 31 December 2020, we found that 85.4 percent (with a confidence interval of +/- 4.2 percent) of stop and searches had reasonable grounds recorded. Of the records we reviewed for stop and searches on people from ethnic minority backgrounds, two out of six had reasonable grounds recorded.

The force makes sure it gives officers ample stop and search training and has improved its annual refresher course. It has increased its use of stop and search to target the misuse of drugs, which is a priority area for the force. The number of stop and searches has risen from 170 a month in 2021–22 to 900 a month at the time of our inspection.

The force gives officers performance targets relating to stop and search. Some officers told us they felt that this created too much pressure to increase the number of stop and searches they carry out. The force also displays statistics on the number and frequency of stop and searches on data dashboards. This can create competitiveness and can move the focus away from quality to volume alone.

The force should make sure that frontline officers understand its approach to improving the effectiveness of stop and search.

### **The force should develop an independent use of force external scrutiny panel**

The use of stop and search is subject to rigorous scrutiny both within the force and from an independent external panel. But the same level of scrutiny isn't applied to the use of force, and there is no regular review from an external panel.

Dyfed-Powys Police has plans to extend the terms of reference of the stop and search scrutiny group to also scrutinise use of force. It should introduce this promptly and make sure there is effective scrutiny of both sets of powers.

## **Main findings**

In this section we set out our main findings that relate to police powers and treating people fairly and respectfully.

### **The force understands why and how it must treat the public with fairness and respect**

Dyfed-Powys Police provides a range of training that includes effective communication skills. This includes [unconscious bias](#) awareness, which aims to make sure the force can recognise their own biases and improve their communication skills with the public. This training is also given to new recruits. We found the force had a good understanding of these subjects.

The force has a clear policy on how and when officers should use [body-worn video](#). The policy sets out examples of use of force, arrests and stop and search. It shows how body-worn video not only can be used to gather evidence but also provides increased transparency, which helps to maintain public trust and confidence in policing.

We also looked at body-worn video recordings of stop and searches that show how the officer interacted with the person searched. These recordings showed that most interactions are of a good standard. We also found that the force audits the use of body-worn video in incidents of stop and search and use of force. The force told us that there was over 90 percent compliance with the body-worn video policy in incidents of stop and search. It also told us that there was approximately 85 percent compliance with the policy in incidents of use of force. The force is working to increase these percentages.

However, some officers told us that they were unclear about which incidents they had to use body-worn video for. They were also unclear about whether body-worn video was mandatory during a stop and search. The force should make sure that all officers are aware of its body-worn video guidance.

### **The force learns from stop and searches and use of force incidents**

The force holds meetings on the ethical use of police powers. This meeting includes sharing a comprehensive set of data on the use of force and stop and search. Force representatives from each local policing area attend the ethical use of police powers meeting. This makes sure that learning is shared effectively and that action taken is consistent across the force.

We found some evidence of the force sharing lessons learnt from this internal scrutiny and from analysis of wider [organisational learning](#). This includes the force adjusting training given to officers based on findings made in the ethical use of police powers meeting. The force plans to increase the range of data it uses. This includes data to understand how different use of force tactics are used on people with a disability.

### **The force encourages strong external and independent scrutiny of stop and searches**

The force acts on the scrutiny and challenge it receives from an [independent advisory group](#) to improve officers' use of stop and search powers. The group has an independent chair and a diverse membership. Members have been given training sessions, for example on strip-search and the use of anti-rip suits, to help them confidently perform their role of scrutinising the force. And the force is making a conscious effort to recruit youth panel members for more diversity.

The force gives members of the group body-worn video records of stop and searches so they can review the quality of the reasonable grounds recorded. Feedback from the group is sometimes given to officers. But some officers told us that they hadn't had any feedback on their use of stop and search from their individual supervisor or any wider monitoring group. The force should consistently share feedback from external monitoring groups with officers.



## **The force has improved how it records the use of force**

During our last inspection, we found that officers didn't always complete a use of force form when needed. It is pleasing to see that the force is now complying with the [National Police Chiefs' Council](#) national recording requirements for categories of force used.

By looking at how many arrests happen, we can work out what the minimum number of recorded use of force incidents in a force area should be. Each arrest would usually count as a use of force (for example, due to the use of handcuffs). As such, the number of use of force incidents should be at least as high as the number of arrests. In the year ending 31 March 2022, Dyfed-Powys Police recorded 5,572 use of force incidents. Based on the number of arrests in the same period, we would have expected the force to record 6,077 use of force incidents. This suggests that the force might be slightly under-recording. The force should continue to make sure that all use of force incidents are accurately recorded.

# Preventing and deterring crime and antisocial behaviour, and reducing vulnerability

Adequate

Dyfed-Powys Police is adequate at prevention and deterrence.

## Areas for improvement

### **The force should increase the visibility and accessibility of neighbourhood policing teams and reduce the extent to which they are diverted to other duties**

Neighbourhood policing officers are responsible for problem-solving and getting local communities involved in crime prevention. These duties often need a continuous, longer-term approach instead of response policing (where uniformed officers answer calls). During our inspection, many neighbourhood officers told us they couldn't spend enough time carrying out visible patrols, engaging with the public or doing preventative and problem-solving work. This was because they were diverted to other duties, such as supporting response policing teams. Some officers said that this affected community confidence and had also left the officers feeling undervalued by the force.

The force sets a visibility target for neighbourhood teams to spend 75 percent of their time being visible within their local communities. This happens through duties such as patrols and activities involving local communities. The force told us that between January and April 2023, 1 of its 14 policing areas met the visibility targets. On average, [neighbourhood policing teams](#) spent 61 percent of their time as a visible presence within local communities. Locally, some officers we spoke to estimated that sometimes this figure could be as low as 10 percent, in their experience.

It is important for the force to maintain the effectiveness of its response teams. But regularly diverting neighbourhood officers and staff from their roles potentially affects the force's ability to reduce future offending through problem-solving and early intervention. The force should work to improve the visibility and accessibility of neighbourhood policing teams.

### **The force needs to improve the way it communicates with local people**

Getting communities involved effectively helps two-way communication between the force and the community it serves. This improves the force's understanding of the needs of the community. It also gives communities the ability to influence policing in their local area and to identify local priorities.

We found that a lack of resources in the force's corporate communications department meant it doesn't have a consistent approach to giving messages to the different communities in Dyfed-Powys. The lack of resources also meant that there isn't regular evaluation of the effect of the messages given. Evaluation would help the force to understand what approaches would work best within different communities.

Each local policing area is responsible for tailoring its policing response to local needs. But some neighbourhood officers told us they didn't understand all their local communities. The force should have police community support engagement officers in each local policing area. But three of the four areas have vacancies in these important positions.

The force has a messaging system known as Llais. Members of the public can sign up to the messaging system and get local messages from the police. We found that the system didn't work on a number of common devices and browsers. And the force's website doesn't have details of police-led community meetings or the contact details for local officers and teams.

The force should make sure it fully understands the needs of all its local communities and better understands the effect of its involvement with them.

## **Main findings**

In this section we set out our main findings that relate to prevention and deterrence.

### **The force is developing its neighbourhood policing response to bring greater consistency across its policing areas**

The force is divided into four community safety partnerships that each handle a different geographical area. The issues for each partnership vary, as each area has different populations, demographics and levels of crime and antisocial behaviour.

The force began remodelling the neighbourhood policing function during our inspection. It has created local prevention hubs within each of the four areas of the force. Each local hub will come under the direct supervision of a sergeant. It will have:

- an antisocial behaviour lead;
- a problem-solving and prevention lead;
- an engagement lead;
- a targeted activity lead; and
- a vulnerability lead.

These hubs are aligned to the central team and will promote more consistent practice across the four areas of the force. But they will also be able to offer tailored support to the local neighbourhood team based on their specific priorities and needs.

The local prevention hubs were set up in March 2023 and some still have vacancies. But they are beginning to support neighbourhood policing teams across the force, providing valuable oversight of activity and promoting consistency in their approach.

The force's commitment to increasing the consistency of its approach to neighbourhood policing is positive. This is supported by its neighbourhood policing strategy, which follows national neighbourhood policing guidelines. We found that officers across all areas understood the role of neighbourhood policing in protecting people and preventing crime through problem-solving and proactively getting involved with local communities.

### **The force understands and tackles antisocial behaviour**

The force has a central antisocial behaviour co-ordinator who oversees the force's problem-solving plans. The antisocial behaviour co-ordinator gives support and guidance to the four local policing areas, which all have a dedicated antisocial behaviour officer.

We found that neighbourhood officers use a variety of powers to try to prevent antisocial behaviour, including civil orders such as [Criminal Behaviour Orders](#).

We also found good examples of neighbourhood policing teams working in partnership with other agencies. One example of this was a problem-solving plan involving a vulnerable person with complex needs who was abusing substances and committing antisocial behaviour. To address the underlying factors contributing to the antisocial behaviour, officers worked closely with partners from:

- housing agencies;
- probation;
- adult social care; and
- drug and alcohol services.

By working closely with partner services, the force made sure that the individual received the support they needed, which helped it to prevent further antisocial behaviour.

The force has an internal website dedicated to problem-solving. The website has a lot of guidance for officers on how to apply a problem-solving approach to crime reduction, including an antisocial behaviour toolkit. The College of Policing has commented positively on the toolkit and mentions it on its antisocial behaviour website.

In the year ending 31 March 2021, the force recorded 15,900 antisocial behaviour incidents. In the year ending 31 March 2022, the force recorded 7,894 antisocial behaviour incidents. This shows that the number of antisocial behaviour incidents from the previous year was reduced by approximately 50 percent. The 7,894 antisocial behaviour incidents recorded in the year ending 31 March 2022 represented 15.3 antisocial behaviour incidents per 1,000 population. This was within the normal range compared to other forces.

### **The force is effective at identifying high-harm crime, supporting victims and reducing reoffending**

The force makes good use of data to understand serious acquisitive crime. This type of crime includes domestic burglary, personal robbery, theft from a person and theft of and from a motor vehicle. The force uses data to help target its resources. This helps the force to arrest offenders and achieve justice for victims. In the year ending 31 December 2022, Dyfed-Powys Police recorded 1,598 serious acquisitive crimes. Of these, 10.1 percent were assigned an 'offences brought to justice' outcome, such as a charge. This was the highest proportion across all forces in England and Wales.

The force holds monthly local police tasking meetings and community safety partnership meetings. These meetings focus on hotspot locations and individuals who are repeat victims. The meetings we saw clearly identified threat, harm and risk in communities. The meetings also made sure there was clarity on who would be given the task of reducing or preventing the threat, harm and risk. This included activities such as targeted early intervention work and identifying and patrolling hotspot areas.

We saw good use of data to support the outcomes of the monthly local police tasking meetings and community safety partnership meetings. But the force could improve its understanding of emerging issues. We found that most neighbourhood staff knew how to access information from force systems. But the introduction of a new IT system ([Niche](#)) had created temporary delays as officers and staff adjusted to new ways of working.

The force doesn't have locally based analysts to gather information about threats and risks for neighbourhood teams. The force analysts do this work, which increases demand on this limited resource. The force should make sure that officers and staff better understand how to use self-service tools, such as Niche. The force should make sure that officers and staff know how to use its new crime reporting system's data reporting tools to better understand local demand. The force should also make sure that it has enough analysts to help neighbourhood teams understand and act on local crime and disorder.

### **The force takes a preventative approach to a wide range of crimes**

The force takes a preventative approach to serious issues such as child sexual exploitation and [county lines](#) drug dealing. Specialist officers regularly discuss signs and dangers of these crimes with schools, as well as other crime prevention advice. This is part of the force's commitment to the SchoolBeat initiative across Wales. To support this initiative, the force has invested in specially trained school-based officers who provide schools, children and young people with up-to-date information about:

- the dangers of substance use and misuse;
- county lines;
- domestic abuse;
- exploitation;
- bullying;
- antisocial behaviour;
- internet safety;
- weapons;
- radicalisation; and
- community cohesion.

In the year ending 31 March 2023, the force told us that it was active in 318 schools across its area, reaching more than 83,000 children.

The force's INTACT team works with young people identified as being at risk of committing, or becoming a victim of, serious violent or organised crime. Over the last 2 years, the INTACT team has offered targeted interventions to more than 600 children, young people and vulnerable adults. This includes boxing clubs and other diversionary schemes.

The force has estimated that 72 percent of the people who took part in INTACT diversionary schemes had no further police contact for at least 3 months afterwards. In 2022, the INTACT team received a safeguarding practice award.

## The force has an effective approach to problem-solving

The force has a dedicated problem-solving co-ordinator based within its central prevention hub at its headquarters. This officer chairs a monthly partnership problem-solving meeting. At this meeting, officers, staff and partners from other agencies discuss plans in order to co-ordinate their activity to reduce crime and vulnerability across the force. Partners include housing representatives, substance misuse services and local authority leads, among others.

The force uses the [OSARA](#) approach to problem-solving. This approach has the following stages:

- objective
- scanning
- analysis
- review
- assess.

During our inspection, we found that the force used problem-solving plans that followed this recognised structure. The plans were thorough and detailed at each stage of the process. Examples of problems that benefited from this approach include:

- cannabis farms;
- jet ski use along Welsh waters;
- cockle picking along the Welsh coastline; and
- use of off-road motorcycles.

The problem-solving plans involved a wide range of other agencies, such as:

- the Forestry Commission;
- representatives from the fishing industry;
- county councils; and
- the Royal National Lifeboat Institution.

The force also had more traditional plans to reduce antisocial behaviour, shoplifting, begging, noise nuisance and other similar issues.

We also found that the problem-solving approach wasn't limited to neighbourhood policing teams. We found examples of problem-solving plans used to improve the force's approach to crime data integrity and to manage the force's response to incident deployment.

## **The force provides professional development for its neighbourhood policing teams and wider workforce**

The force provides [continuing professional development](#) for its neighbourhood officers, including training on antisocial behaviour, civil orders, crime prevention and problem-solving. Officers also complete a training package accredited across Wales alongside training given by the College of Policing. Most of the neighbourhood staff we spoke to were satisfied with the training they had and felt equipped to carry out their daily duties.

All new student officers receive a training session from the force problem-solving lead, so that they can learn to best use a problem-solving approach. As a result, it appears there has been a cultural shift. More units are now seeing the benefits of applying a problem-solving approach to other policing matters.



# Responding to the public

## Adequate

Dyfed-Powys Police is adequate at responding to the public.

### Areas for improvement

#### **The force needs to reduce the number of non-emergency calls that are abandoned by callers**

Forces in England and Wales with a switchboard should aim for fewer than 10 percent of 101 calls to be abandoned by callers. Callers who decide to hang up because of delays in answering their calls might not get the service they deserve.

Between May 2022 and April 2023, the force told us that 25.9 percent of non-emergency 101 calls to Dyfed-Powys Police were abandoned by callers. The force doesn't have a clear understanding of why callers hang up. It could be because of long waiting times or because they choose to use another contact option, such as contacting the force online.

The force needs to understand the reasons why calls are abandoned and make sure that more 101 calls are answered within the recommended time periods.

#### **The force should review the understanding of risk and demand within the control room and the effectiveness of the response to incidents**

We found that Dyfed-Powys Police doesn't always understand the types of demand from people contacting the force for help.

The force decides how to respond to incidents by applying a grade based on a [threat, harm, risk, investigation, vulnerability and engagement](#) risk assessment. This grade sets the timescale in which the force should attend the incident.

Incidents are graded according to four levels. Those graded as 'standard' or 'resolution without attendance' don't need immediate attendance. The force puts these incidents in a queue to be managed by local policing areas.

At the time of our inspection, we found that large volumes of incidents were still in queues, without clear ownership and management of the response. Many of these calls related to vulnerable people. We didn't find evidence that the force used threat, harm, risk, investigation, vulnerability and engagement (THRIVE) to reassess these incidents, despite the fact that circumstances might have changed. We didn't find evidence that the force contacted victims again after a certain amount of time to reassess the risk.

Not understanding the level of risk contained in each response grade increases the likelihood of evidence being lost. Victims may lose confidence in the policing response.

Immediately after our inspection, the force created a new daily management meeting that focuses on call volumes and the ownership of incidents in lower response grades. Following this intervention, the force reported a decrease in the number of incidents in unmonitored queues. The force must now make sure that it continues to monitor and better understand the demand it faces.

## Main findings

In this section we set out our main findings that relate to how well the force responds to the public.

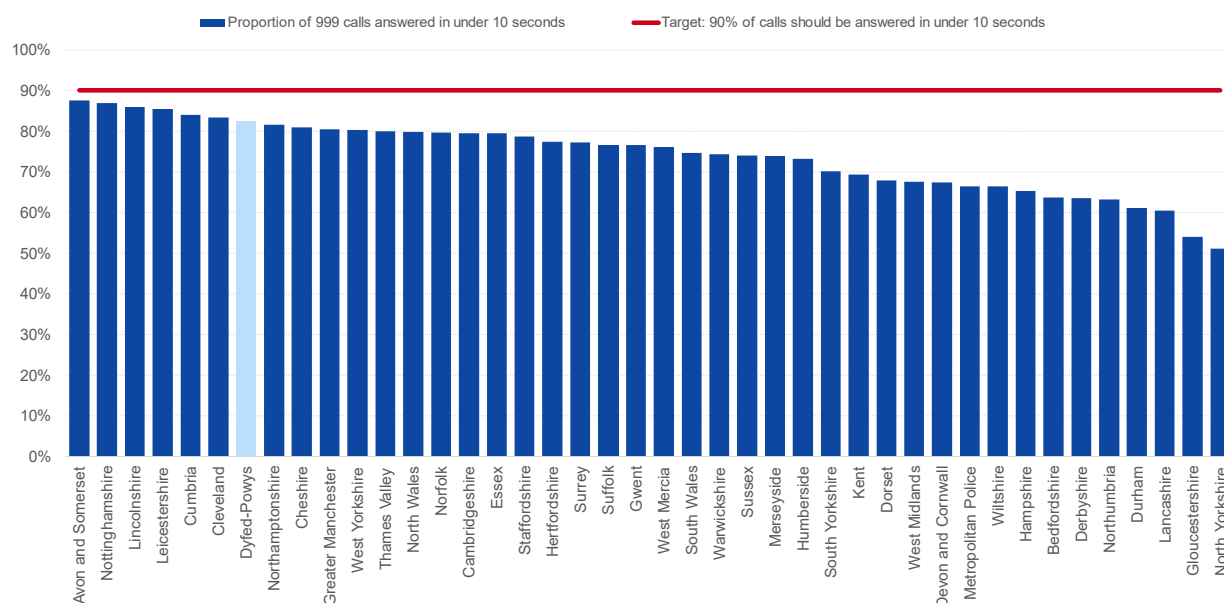
### **The force needs to improve the time it takes to answer emergency calls**

In the year ending 31 March 2023, Dyfed-Powys received 114,999 calls per 1,000 population. This was lower than expected compared to other forces in England and Wales.

On 31 May 2022, the Home Office published data on 999 call answering times. Call answering time is the time taken for a call to be transferred to a force, and the time taken for that force to answer it. In England and Wales, forces should aim to answer 90 percent of 999 calls within 10 seconds. We have used the Home Office data to assess how quickly forces answer 999 calls.

The data shows that Dyfed-Powys Police hasn't always been able to answer 999 calls promptly. In the year ending 31 March 2023, Dyfed-Powys Police answered 82.6 percent of its 999 calls within 10 seconds. This was below the expected standard of answering 90 percent within 10 seconds. If calls for service aren't answered promptly, police officers may not be dispatched to protect victims quickly enough. Failure to answer calls promptly can also lead to losing both public confidence and investigative opportunities.

**Figure 1: Proportion of 999 calls answered within 10 seconds by forces in England and Wales in the year ending 31 March 2023**



### The force can identify and understand risk at first contact

The call handlers in the [force control room](#) prioritise calls effectively and use a structured approach to assess [threat, harm, risk, investigation, vulnerability and engagement \(THRIVE\)](#). In our victim service assessment, we found this to be the case in 62 of the 63 cases we reviewed. The first prioritisation of a call was correct in all 78 cases we reviewed. We also found that there was effective supervision of calls within the force control room in all 21 cases reviewed. And call handlers were polite and professional in all 74 cases we reviewed. These outcomes compare favourably with other reviews of victim service assessments carried out in other forces.

### The force plans and manages its day-to-day response to calls for service

The force uses data about the number of incidents referred by members of the public to plan for enough response officers to be on duty each day. The force also uses this data to plan for peak demand periods, such as annual festive events and seasonal holidays.

We found that this planning had produced positive results. The force’s attendance at incidents was within the required attendance time in 50 of 54 cases we reviewed.

The force also tracks attendance times by area in local performance meetings. We found that not all areas routinely meet their target attendance times. Some teams told us that they didn’t have enough officers available or they didn’t have access to suitably equipped vehicles, which contributed to delays.

The force should continue to monitor these concerns and make sure that its response teams have enough officers on duty and access to suitable vehicles.

### **Force control room staff and supervisors offer real-time advice to its first responders to make sure evidence is gathered early at scenes**

During our inspection, we found that staff and supervisors within the control room actively monitor radio transmissions from officers attending crimes. The staff and supervisors in the control room give written advice in the incident log that attending officers can view. This includes making sure that call handlers identify opportunities to secure forensic evidence as early as possible. This also means that attending officers know what action to consider when they attend incidents or crime scenes so that evidence is gathered as early and effectively as possible.

During our victim service assessment, we found that call handlers gave correct advice on preserving evidence in 29 of the 32 cases we reviewed. Call handlers offered appropriate crime prevention advice to victims of crime in 32 out of 38 cases.

### **The force has effective governance and training within the control room**

The force control room has an effective and engaged leadership team. We found that supervisors were empowered to improve performance and inform decision-making. This was supported by supervisor training, which includes a coaching and mentoring opportunity offered through the [Chartered Management Institute](#).

The force has a full training programme for all its call handlers and is developing a training pathway for staff to achieve a qualification and credit framework in contact management and incident contact handling. This will be provided in partnership with Gower College, Swansea.

### **The force uses technology to help reporting and initial investigation of crime and incidents**

The force has a 24-hour 'digital desk'. Staff assigned to the desk respond to members of the public who contact the force using [Single Online Home](#), Twitter, Facebook and emails in Welsh and English. The information obtained from these responses is used to create crime and incident reports and decide the most appropriate response. The force is training all call handling staff to work on the digital desk. This will further improve the force's ability to respond to incidents promptly and effectively.

# Investigating crime

Adequate

Dyfed-Powys Police is adequate at investigating crime.

## Areas for improvement

**Dyfed-Powys Police doesn't consistently achieve appropriate outcomes for victims**

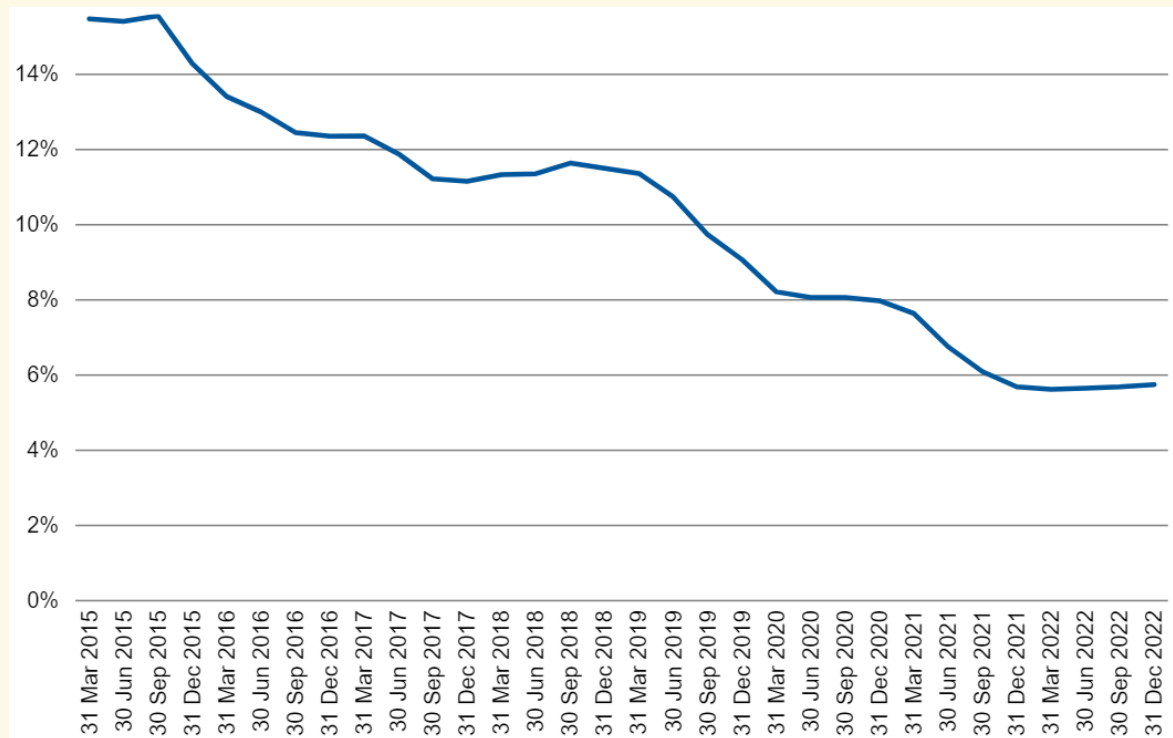
The force isn't always achieving acceptable outcomes for victims of crime. The number of crimes that are solved following investigations is low. The force needs to understand the issue and work to achieve better outcomes for victims.

**Table 1: Proportion of victim-based crimes assigned specified crime outcomes by Dyfed-Powys Police compared to forces in England and Wales in the year ending 31 December 2022**

<b>Outcome types</b>	<b>Dyfed-Powys rate</b>	<b>England and Wales rate</b>
1: Charged/summonsed	5.7%	4.6%
2 and 3: Caution – youths and caution – adults	1.4%	0.7%
8: Community resolutions	1.9%	1.4%
9: Not in the public interest (Crown Prosecution Service)	0.0%	0.0%
10 and 21: Prosecution not in the public interest (police decision)	1.9%	0.8%
14: Evidential difficulties (suspect not identified; victim doesn't support further action)	4.5%	5.6%
15: Evidential difficulties (suspect identified; victim supports action)	20.1%	11.7%
16: Evidential difficulties (suspect identified; victim doesn't support further action)	32.2%	21.9%
17: Prosecution time limit expired	0.7%	0.3%
18: Investigation complete – no suspect identified	23.3%	40.9%
20: Action taken by another body	1.7%	1.4%
22: Diversionary, education or intervention activity	0.6%	0.4%

**Note: England and Wales; excludes City of London data**

**Figure 2: Proportion of victim-based crimes assigned outcome 1 (charged/summonsed) by Dyfed-Powys Police between the year ending 31 March 2015 and the year ending 31 December 2022**



The force also had the highest proportion among forces in England and Wales of victim-based crimes assigned the outcome ‘victim not supporting further action’ after a suspect was identified. In the year ending 31 December 2022, the proportion of victim-based crimes assigned outcome 16 (evidential difficulties: suspect identified; victim doesn’t support further action) by Dyfed-Powys Police was 32.2 percent.

We found a lack of any consistent process where the force could show that it routinely audits disposal outcomes. This means leaders can’t be confident that:

- they understand what contributes to these outcomes;
- whether the outcomes are appropriate; and
- what improvements might be needed to provide justice for victims.

### **The force should make sure that a victim contract is completed where appropriate**

The [Code of Practice for Victims of Crime](#) outlines the minimum standards for victims of crime. This includes the requirement that police officers and staff should make sure victims are updated about important decision points in the investigation. It is important to consult and consider the views of victims to help keep their confidence in investigations.

The commitment to giving these updates at a regular frequency agreed with the victim is often referred to as the 'victim contract'. We found that 53 of 72 victim contracts were completed in the cases we reviewed. This means that some victims weren't promptly given information about the investigation and prosecution.

## **Main findings**

In this section we set out our main findings that relate to how well the force investigates crime.

### **The force carries out thorough and effective investigations on behalf of the public**

Our victim service assessment found that the force carried out effective investigations in 95 of the 100 cases we reviewed. Investigations were concluded after all reasonable opportunities to gather evidence were taken in 95 of the 100 cases we reviewed. And the force gave crime reports to appropriately skilled investigators in all 100 cases we reviewed.

This means that victims received an appropriate level of service in most cases we reviewed. We also found that there was evidence of an appropriate investigation plan in 54 of the 57 cases we reviewed. And in 27 of the 28 relevant cases we reviewed, arrests were made in an appropriate time frame.

As such, the public can be reassured that Dyfed-Powys Police carries out thorough and effective investigations on its behalf.

### **The force has significant delays within its digital forensic team**

Despite the effectiveness of the force's investigations, we found that the force has challenges in promptly examining digital devices, such as phones and computers. These devices often hold significant evidence and any delays to accessing this evidence can delay justice for victims.

The digital forensic unit is responsible for extracting evidence from digital devices. The force told us that in July 2020, the unit had 125 devices waiting for examination. At the time of our inspection, the backlog had risen to more than 350 devices waiting



for examination. The average waiting time was five months from when investigators submitted a device to when they received the download of evidence from it. This is clearly having an effect on the timeliness of investigations. The force is aware of the backlogs and has recently recruited more digital media investigators into the department. We found encouraging evidence that the force is starting to reduce the backlogs.

### **The force achieves positive results for victims by pursuing evidence-led prosecutions**

During our victim service assessment, we found evidence that the force considered evidence-led prosecutions where suitable, particularly in [domestic abuse cases](#). In 2020, the force had eight evidence-led charges go to court. This increased to 48 in 2022. Of these 48 charges, 30 resulted in successful prosecutions. During our inspection, we found that both investigative staff and uniformed officers spoke positively of their experience of evidence-led prosecutions. And the force's success in this area shows an ongoing focus on evidence-led prosecutions and how they might best be pursued. We saw this focus during daily management meetings.

### **The force makes sure there is effective supervision of investigations**

In 89 of the 91 investigations we reviewed, investigators were given appropriate and effective supervision, including direction and advice. This included supervisors creating investigation plans shortly after they allocated crimes to an investigator. This gave guidance to investigators and made sure they carried out the right enquiries.

But some supervisors told us they didn't have the capacity to consistently supervise investigations in their teams. This was partly because a new crime recording system called Niche had been implemented. Within some local policing areas, officers also told us that supervisors weren't reviewing workloads as often as they should. The force should make sure that the positive findings from our victim service assessment are consistent across the force.

### **The force should make sure that all investigators feel able to manage their workloads**

Most of the officers and staff we spoke to told us that their supervisors were supportive. They said supervisors took their welfare seriously and regularly reviewed workload commitments. Many officers and staff told us that workloads were appropriate and manageable. But some officers in specialist roles have higher numbers of cases. This is a particular issue for the local investigation units and the [joint investigation](#) teams. While these officers felt supported by their supervisors, some told us that their workloads were unmanageable. Some officers told us that this was affecting their well-being and the amount of time they could give to each investigation. We found that investigators are committed to supporting victims. But we also found that some teams felt their workloads had exceeded their capacity to investigate their current caseload effectively.

# Protecting vulnerable people

Requires  
improvement

Dyfed-Powys Police requires improvement at protecting vulnerable people.

## Areas for improvement

### **The force must make sure that all incidents related to domestic abuse are risk assessed appropriately**

The force has a domestic abuse policy which states that all incidents related to domestic abuse should be assessed by specialist staff following an initial risk assessment by an attending police officer. At the time of our inspection, specialist officers in the secondary risk assessment unit reviewed medium and high-risk incidents. The decision not to review standard-risk cases was made due to the high demand within the secondary risk assessment unit. Standard-risk incidents are analysed by computer software to find out if they have previously been a [multi-agency risk assessment conference \(MARAC\)](#) high-risk case or if there is evidence of an increasing or escalating risk.

If the system finds that the people involved in the incident have previously been discussed at a MARAC, it refers the case to specialist staff for further review. If the system finds that the people involved have been in three incidents in the last 12 months, it will also refer the case on to specialist staff. This system's software relies on the quality of information recorded on the system.

During our inspection, we identified more than 3,000 incidents that the software had identified as not meeting the criteria for further review. We reviewed 230 of these incidents in greater detail and found several cases with incorrect levels of risk applied.

Our inspection found serious assaults, threats to kill, incidents of non-fatal strangulation and rape, and an incident where a woman had been threatened with a lit blowtorch. The system had graded these incidents as standard risk. We reviewed one domestic-abuse-related rape case where the former partner (an offender) was continuing to sexually abuse and stalk the victim. The risk level wasn't raised by the detective constable, detective sergeant or the inspector who reviewed the case. This left the vulnerable victim exposed to continued harm.

Failure to identify risk and provide appropriate safeguarding and support could leave [vulnerable people](#) at risk of further serious harm. And the failure to upgrade cases from standard risk means that the opportunities to escalate actions applicable to cases graded medium risk or high risk are missed. Examples of these missed actions include referrals to partners to provide specialist support or consideration at a MARAC.

These incidents were brought to the attention of the chief officer team. The force has committed to make sure that all domestic-abuse-related incidents now have a secondary risk assessment by specialist staff.

The force must make sure this commitment to secondary risk assessment in all cases of incidents of domestic abuse is effective and understood by everyone.

**The force should make sure that all officers, especially those in specialist roles, have appropriate training to carry out their responsibilities**

[Safeguarding](#) vulnerable people of any age can be complex. It is important that staff responsible for this in any role have the skills, training and ability to provide a high-quality safeguarding response. Staff must be able correctly identify and reduce risk and provide appropriate support and safeguarding.

We found that safeguarding and vulnerability training for frontline staff and their supervisors could be inconsistent. In 2022, the force gave mandatory vulnerability training to frontline staff and criminal investigation department officers. But some supervisors hadn't been given any training in vulnerability and risk assessment. The force told us that there were 64 response sergeants in a supervisory role. But the force recorded that 34 had received Domestic Abuse Matters training.

Each local policing area has specialist domestic abuse officers. These officers have an important role in:

- giving advice and guidance on domestic abuse matters to colleagues who respond to or investigate domestic abuse;
- quality assuring incidents related to domestic abuse;
- making sure the correct risk levels are applied; and
- making sure that appropriate safeguarding is offered.

But not all domestic abuse officers we spoke to had received specialist domestic abuse training, despite being in post for some time.

The central referral unit is made up of teams who triage and assess child protection and vulnerable adult incidents as well as incidents of domestic abuse. Some of the officers working in the unit hadn't received specialist training in child or adult protection. We also found that members of the unit teams didn't always fully understand each other's roles. This was despite there being numerous incidents where the areas of domestic abuse and adult or child protection would clearly overlap.

The force has now developed a comprehensive training plan. But the force must make sure this leads to improved safeguarding skills for all staff and officers involved in this important aspect of policing.

### **The force should improve its governance, performance monitoring and auditing of vulnerability to effectively protect vulnerable people**

The force has a vulnerability strategy. But we found that its governance arrangements for protecting vulnerable people didn't have enough focus or structure to understand the risk the force is managing and respond appropriately to concerns for vulnerable people.

We looked closely at force action plans on aspects of vulnerability, such as child protection, and found that most lacked detail or timely updates. For example, the force's child protection action plan had 22 actions listed. But the force had updates recorded for only two of these actions. We found similar results in the vulnerable adult and child sexual exploitation action plans. While these aspects of vulnerability are assigned to specific lead officers, we found that one lead was responsible for ten strands of the vulnerability action plan alone.

The force has comprehensive performance data that helps leaders to:

- understand arrest rates at incidents related to domestic abuse;
- understand if [body-worn video](#) has been activated; and
- carry out some limited auditing of incidents related to domestic abuse where a crime was recorded.

But the force doesn't have an active auditing process in place to monitor risk grading or the quality of information in referrals to partner organisations, such as adult and children's social care services. The force also lacks an active auditing process for decisions made when it refers cases to partners to safeguard vulnerable people.

This limited understanding could obscure important areas of development. When frontline officers attend an incident related to domestic abuse, an established method of understanding risk is to complete a [Domestic Abuse, Stalking, Harassment](#) and Honour-Based Violence risk assessment. We reviewed 239 incidents related to domestic abuse and found that 108 were recorded as the victim having not wanted to complete this risk assessment. This means that officers may not have accurately identified and recorded the actual risk level in these cases. And this means there wasn't a specialist secondary review for consideration of referral to social care partners or specialist victim support. The force was unaware of the volume of refused risk assessments recorded by officers. This means victims may not get the intervention they need, which could further increase the risk.

The force has started to address these issues but must make sure that the governance and management of vulnerability is prompt and effective.

## Main findings

In this section we set out our main findings that relate to how well the force protects vulnerable people.

### **The force has improved how it uses available powers to protect vulnerable people**

The force understands its use of powers to protect people, particularly those at risk of domestic abuse.

The [Domestic Violence Disclosure Scheme](#), also known as Clare's Law, gives a victim the 'right to ask'. This means a victim can ask the police if their partner might pose a risk to them based on their partner's previous history of domestic abuse or violence. The police have 'a right to know' option in specific circumstances, which allows them to proactively share information with individuals about their partner's previous history

of abuse or violence. As such, the person can consider what risk a potential partner may pose.

At daily management meetings in local policing areas, the force considers and prioritises applications for disclosures according to the 'right to ask' and 'right to know' criteria. Specialist officers consider and prioritise applications again during daily partnership discussion meetings.

In the year ending 30 September 2022, Dyfed-Powys Police made 217 'right to know' applications, which equated to 4.2 applications per 10,000 population. This was higher than the average across all forces in England and Wales of 3.5 applications per 10,000 population.

Where the police believe that a person may be at continuing risk of domestic abuse, they can apply to the courts to have a [Domestic Violence Protection Order](#) made against the offender.

In the year ending 30 September 2022, Dyfed-Powys Police made Domestic Violence Protection Order applications in 18.3 per 1,000 recorded crimes related to domestic abuse. This was higher than the average across forces in England and Wales of 12 applications per 1,000 population.

In the year ending 30 September 2022, Dyfed-Powys Police also recorded 44 Domestic Violence Protection Order breaches, equating to 8.5 breaches per 100,000 population. This was higher than expected when compared to other forces in England and Wales.

### **The force contributes to the effectiveness of multi-agency daily discussion meetings**

The force works effectively with other agencies, such as adult and children's social care and housing and health services, to address vulnerability. As they don't all work in the same building, they hold virtual meetings to discuss high-risk cases related to domestic abuse. The virtual meetings are usually held three days a week, although one area has increased this to four times a week to meet the current demand. This is a considerable resourcing commitment for the police and partner agencies. Officers and staff work together effectively and circulate information in a prompt way to support safeguarding. There is a broad representation of partners at each meeting, although there is some variance in the representatives from the local authority area.

The force generally assesses referrals from officers that are categorised as high risk within 24 hours. We found good examples of working in partnership to safeguard the victims identified at these meetings. The force and partner agencies share information in a prompt way. The meetings review the incident and history of the victim. During one meeting, we saw that the agencies present, which included social services, health care and housing services, had already been in contact with victims and gathered information. Where appropriate, they had contacted schools to arrange

pastoral care for those children in households affected by incidents of domestic abuse. This is positive as it means that safety planning for victims can be arranged quickly and there is multi-agency decision-making about how to respond to risk.

After each case discussion, police and partner agencies at the meeting then consider if the case is high risk and needs further support. If so, they will make a referral to the [multi-agency risk assessment conference \(MARAC\)](#) held in each local policing area.

### **The force contributes to MARACs that are mostly effective**

MARACs are well established within the force. They are held every two weeks in each of the four local authority areas. MARACs hear cases that the force and partner agencies have already considered in a daily discussion meeting. At the MARACs we went to, we found good attendance and participation from statutory and non-statutory agencies including:

- social services;
- children's services;
- housing and health organisations; and
- independent advisers on domestic and sexual violence (IDVAs and [ISVAs](#)).

We saw active information sharing and activities carried out to support the safeguarding of victims and families.

During our inspection, we observed five MARACs, which were all chaired by an inspector or sergeant with subject matter knowledge. Some of the MARACs didn't set timescales or track actions arising out of the daily discussion or previous MARAC meeting. As such, it was unclear whether safeguarding actions had been completed. If they hadn't, this may have left individuals without the right support and with no method of holding the agencies to account.

We also found that the force might be repeating effort within MARAC processes. We observed the daily meetings that take place before and between MARACs. We found that information was shared effectively and actions were set. But this process sometimes occurred again at the full MARAC. Often, partner agencies joining the daily discussion would be the same partners taking part in the full MARAC. As such, they might hear and share the same information. The force may wish to think about whether both processes are needed. It could consider slight changes to the daily discussion that could avoid the need for a MARAC.



## **Attending officers don't always explore or record the perspective of children in households where an incident of domestic abuse has occurred**

During our inspection we received feedback from specialist teams that the quality of [Domestic Abuse, Stalking, Harassment and Honour-Based Violence](#) risk assessment forms and child protection or vulnerable person referrals submitted by response officers could be variable. We were told that some officers appeared reluctant to speak to children. We reviewed some examples and found that some were of a good standard. But often the [voice of the child](#) was missing or incomplete. Failing to properly explore and record the perspective of children may reduce the likelihood of the force putting the right support in place to protect children in these situations.

We are reassured that, following feedback, the force has now put in place a process in its daily governance meeting to make sure that children's details are checked and quality assured. These checks also include quality assuring the voice of the child. The force includes this process in its performance framework.

When the force identifies a child as living in a household where an incident related to domestic abuse has happened, we found that an automatic referral to the child's school is made following [Operation Encompass](#) protocols. This tells the school that their pupil is a member of a household where domestic abuse has taken place. This helps the school to take action to support the child.



# Managing offenders and suspects

Adequate

Dyfed-Powys Police is adequate at managing offenders and suspects.

## Area for improvement

### **The force should make sure it completes risk assessments of registered sex offenders promptly and in line with national best practice**

The force should make sure that the monitoring and risk assessment of registered sex offenders is completed in their home environment and visits aren't organised in advance. This helps to inform an accurate picture of the risk posed by the individual, and is in line with [authorised professional practice](#) from the [College of Policing](#).

If visits to registered sex offenders are announced beforehand and aren't carried out in their homes, the force may miss opportunities to observe signs of offending behaviour. The force may also miss opportunities to observe the presence of unauthorised material or devices.

We reviewed ten records of registered sex offender visits carried out by the force. In seven of these, we found that visits were pre-arranged and took place with the offender visiting police premises, rather than officers attending the offender's home.

In one example, we found that the force assessed a very high-risk offender as needing monthly home visits to best understand any ongoing risk the person might pose. Due to caseloads within the unit, this home visit was delayed by two months. As an alternative, the offender manager made an appointment with the registered sex offender to see them in the police station. After the meeting, the offender manager then delayed the next home visit for another three months. This meant that an unannounced home visit to the registered sex offender didn't take place when it should have.

The force must make sure the management of registered sex offenders is in line with authorised professional practice and is intrusive enough to properly identify risk.

## Main findings

In this section we set out our main findings that relate to how well the force manages offenders and suspects.

### **The force effectively pursues offenders and manages outstanding suspects**

The force effectively oversees the apprehension of suspects and wanted persons. This area has improved since our [last inspection](#). Chief officers scrutinise activity relating to high-risk outstanding offenders at the force daily management meeting. Each local policing superintendent is held to account for giving an update on progress of the arrest during the meeting. During these meetings, the force discusses offenders who haven't yet been arrested and puts in place appropriate interventions and actions. Offenders that other departments need help in finding and arresting are also discussed at the daily management meeting.

We also observed the management of outstanding suspects and offenders at a more local level. Neighbourhood and specialist teams are given the task of finding offenders who prove more difficult to apprehend. Nearly all officers we spoke to were positive about the way the force targets offenders. The force gives certain types of offenders specific attention. For example, Op Manatee is the process for apprehending domestic abuse suspects and Op Wolf relates to other serious crime suspects.

### **The force has assurance measures for released under investigation decisions, the use of pre-charge bail and voluntary attendance**

We found that the force uses [released under investigation \(RUI\)](#), [voluntary attendance](#) and pre-charge [bail](#) appropriately and effectively.

The criminal justice department oversees the bail management process appropriately. A centrally managed custody system lets officers know when bail dates are approaching. This helps them carry out investigations as quickly as possible and safeguard victims. It also means there is less risk of the bail dates passing without further action being taken.

The force is good at identifying safeguarding opportunities with the imposition of bail conditions. Bail was well understood in the force, as well as why it is used to safeguard the victim's wishes and for other public protection concerns. The force carries out a THRIVE assessment if a suspect is released and not bailed or if the suspect is released from bail onto RUI. The victim is kept informed of the disposal outcomes and supervisors have oversight of the use of bail and RUI.

Officers we spoke to understood the processes around bail, RUI and voluntary attendance. They also understood the central importance of victims to the processes. The force makes good use of its IT systems to manage bail and RUI cases. The force will be adding data on bail and RUI to existing data dashboards that officers can use.

### **The force makes sure teams that manage potentially dangerous offenders are appropriately trained, but not all staff feel confident using specialist equipment**

The force makes effective use of a wide range of digital equipment to support the monitoring of potentially dangerous offenders. The force uses an application called eSafe to monitor internet use by registered sex offenders, which is often installed as part of conditions within a [sexual harm prevention order](#). But we found that although the force has 200 eSafe licences, less than 100 were in use. The force could improve how it allocates and uses these licences to maximise intelligence gathering and investigative opportunities.

Some officers also told us that, despite receiving practical training, they felt less confident with other specialist digital equipment because it wasn't user friendly. The force should consider whether the use of this equipment should be monitored and what might be done to encourage its wider use.

### **The force has improved the quality of risk management plans used to manage dangerous offenders**

The force uses the [active risk management system \(ARMS\)](#) to manage the risk posed by dangerous offenders. The content and quality of the risk management plans has improved since our last inspection. The force complies with [multi-agency public protection arrangements](#) guidance for completing ARMS.

All staff we spoke to were aware of the authorised professional practice guidance and attempted to make sure they completed ARMS within the required time periods. Staff felt they were able to keep up with the 12 monthly reviews but weren't always able to complete ARMs within the 15 days of changes in any lead agency.

Despite this, we found that backlogs in risk assessments and visits were relatively small. One issue was that the force couldn't easily find information on oldest outstanding visit to a registered sex offender. This information helps the force to understand the level of risk in offender management teams and the extent of the demands placed on them. The force should make sure that this level of detail is known to senior leaders.

## **The force has a positive approach to investigating indecent images of children**

We inspected Dyfed-Powys Police during one of our recent thematic inspections, [An inspection of how well the police and National Crime Agency tackle the online sexual abuse and exploitation of children](#). In our inspection, we considered how well forces tackle the online sexual abuse and sexual exploitation of children. We found that Dyfed-Powys Police employs an analyst to review webchat information taken from suspects' computers. This helps identify other potential offenders and children at risk. The force immediately investigates the most concerning cases, which has led to numerous children at risk being identified and safeguarded.

## **The force's paedophile online investigation team identifies and takes action against offenders accessing indecent images of children**

We found that the force takes prompt and effective action against offenders who access indecent images of children, in line with [Kent internet risk assessment tool](#) time periods. All officers and staff were appropriately trained in this risk assessment model and risk assessments were of sufficient quality. The level of risk identified determines how promptly the force should carry out enforcement action. Actions include applying for and executing a warrant to arrest the suspect and seize devices suspected of being used to access indecent images of children. We found that the force dealt with high-risk and medium-risk cases quickly. Sometimes, low-risk cases went beyond the specified time limit, but this wasn't routine. Backlogs and delays were relatively small.

Warrants are executed alongside the [digital forensics](#) unit (DFU). The DFU is responsible for examining devices. Where possible, the DFU will also provide a local criminal investigation department officer who will become the officer for the case. The [paedophile online investigation team](#) gives seized devices to the DFU for examination. The local criminal investigation department officer in the case is then responsible for onward case progression. The DFU has a specially adapted van that has digital equipment to triage devices used at a specific address.

We also found the force was effective in sharing concerns with partners such as children's social care. Where a child is identified as being connected to an offender accessing indecent images of children, a referral to children's social care is made in sufficient time for a strategy discussion to take place before the execution of the warrant. The children's social care service can then attend the discussion to support the completion of a warrant.

We found that some investigators within the criminal investigation department reported high workloads due to the additional paedophile online investigation team cases they received. We also found that the understanding of the welfare of suspects post-arrest was subjective. We found that this understanding was dependent on the skills and knowledge of the officer in the case allocated within the local criminal investigation department.

# Disrupting serious organised crime

We now inspect [serious and organised crime \(SOC\)](#) on a regional basis, rather than inspecting each force individually in this area. This is so we can be more effective and efficient in how we inspect the whole SOC system, as set out in HM Government's SOC strategy.

Each force works with [regional organised crime units \(ROCUs\)](#) to tackle SOC. These units lead the regional response to SOC by providing access to specialist resources and assets to disrupt [organised crime groups](#) that pose the highest harm.

Through our SOC inspections, we seek to understand how well forces and ROCUs work in partnership. As a result, we now inspect ROCUs and their forces together and report on regional performance. Forces and ROCUs are now graded and reported on in regional SOC reports.

Our SOC inspection of Dyfed-Powys Police hasn't yet been completed. We will update our website with our findings (including the force's grade) and a link to the regional report once the inspection is complete.

# Building, supporting and protecting the workforce

Requires  
improvement

Dyfed-Powys Police requires improvement at building and developing its workforce.

## Areas for improvement

### **The force must effectively balance operational need with supporting the welfare of its officers and staff**

The force doesn't consistently address staff and officer welfare. And the force doesn't always understand the demands placed on staff and officers, which means it doesn't always give appropriate welfare support. The force has researched staff and officer needs using occupational health surveys, a 2022 well-being survey and a [Blue Light Wellbeing Framework](#) self-assessment, for example. But many officers and staff we spoke to felt the force didn't understand their role and the stresses placed on them. Officers and staff felt well supported by their immediate supervisors. But the force's wider understanding and analysis of well-being trends weren't effectively communicated to supervisors.

An example of this concerns the force's support for high-risk roles. In our [last inspection](#), we said the force needed to make sure it was carrying out proactive welfare checks on officers and staff who work in high-risk roles and may be dealing with traumatic incidents.

The force provides mandatory psychological checks for some officers and staff in high-risk roles. But we found that these checks weren't consistently carried out as scheduled across some of the teams in high-risk roles. At the time of our inspection, the force didn't consider teams involved with investigating abusive images of children, including child protection officers and criminal investigation departments, for psychological screening. But these roles have to deal with many distressing and difficult cases.

Some officers within specialist units reported some levels of stress. Some officers within specialist units reported feeling that senior officers didn't understand the pressures they face. We found similar feelings among officers in the vulnerability hub. To better cope with demand, the force had decided that cases assigned to the hub wouldn't have further risk assessment unless they met certain criteria. While this did help to reduce the pressure slightly, some officers told us they still felt unable to cope with the demand. Joint investigation teams reported similar feelings, with many officers reporting having to work extra hours to cope with demand. Some supervisors said that they often took laptops home to continue working.

The force should improve the understanding of the welfare needs of its officers and staff to offer better support to high demand and high-risk roles.

### **The force must make sure supervisors have the necessary training and skills to carry out their role**

We talked with a wide range of supervisors of officers and staff during our inspection. Several supervisors told us they hadn't received any welfare or leadership training, either before or since starting their supervisory role. Many said they felt ill-equipped to deal with the leadership challenges they face.

This was a particular concern for constables who had been temporarily promoted to sergeant. As the promotions were temporary, they didn't receive extra training. The force told us that as of 12 July 2023, 30.5 percent of all response policing sergeants were temporarily promoted constables. And while most officers and staff we spoke to were supportive of their supervisors, some told us their supervisors were more focused on performance than the well-being of their teams.

In 2021, the chief constable committed to introducing a leadership academy. The aim of this leadership academy is to support an inclusive learning culture and improve standards and well-being across the force. This would be an effective way to develop skilled leaders, but it hasn't yet been introduced.



The force has been supplying HR masterclasses for its first-line supervisors. As of 31 March 2023, the force told us there were 215 sergeants in post. Force records show that 60 sergeants attended these classes in 2022. Some 7 sergeants attended in 2023, or 31.0 percent of its current workforce of sergeants. This potentially leaves 69.0 percent without any formal leadership training. The force also developed an authentic leadership course, which started in June 2023. The force told us that 6 sergeants (2.0 percent) had attended the course. The force developed a critical conversations training session in September 2021, designed to help line managers to have meaningful and supportive conversations. The force reintroduced the critical conversations training in 2023. As of July 2023, 12 sergeants (5.0 percent) had accessed the training.

The force will be adopting the [College of Policing leadership programme](#) later this year. But it must also consider whether the plans it has in place will sufficiently and promptly address the gap in supervisory skills.

### **The force must consider its personal development review process to make sure it is effective and valued by officers and staff**

The personal development review (PDR) process is used to support police officers and staff to take responsibility for their professional development and plan their career progression. It gives individuals and their line managers an opportunity to discuss a range of topics, including welfare. The information recorded can be used to support a range of development activities.

The force has developed its own PDR based on feedback from staff. Most staff reported that it was better than previous PDRs. But many officers and staff we spoke to still didn't value the process itself. Many felt that the PDR was still too complicated. And they felt it was designed to promote force objectives and not personal or professional development. This view was held across many departments and staff networks.

The force has designed the system so that officers can record evidence for their PDR throughout the year. But several officers and supervisors reported that meaningful and regular PDR individual discussions weren't always carried out due to demand pressures. And many people we spoke to didn't believe that the PDRs were ever looked at once complete. Some officers gave examples of where they had used the PDR to correctly record the development opportunities they were seeking, but the force hadn't followed these up or supported them with development.



Our survey of the force suggests this could be improving. We found that 53.7 percent (241 of 449 respondents) agreed that they value the process of reviews and appraisal. And 45.9 percent (206 of 449 respondents) agreed that PDRs were an effective tool in their development. But the force has more work to do to make sure the process feels meaningful for its workforce.

The force should make sure staff feel invested in the PDR process and that it is seen to add value to personal and professional development.

## Main findings

In this section we set out our main findings that relate to how well the force builds and develops its workforce.

### **The force needs to improve how it identifies potential first-line leaders**

The senior officer team are made aware of any officer who is graded as outstanding in their personal development review discussion. This allows the team to further consider their development. But the definition of outstanding can be subjective. And concerns about the usefulness of the personal development review suggest that it may not be the best way to identify potential candidates for development.

The general view of staff we spoke to was that individuals wanting to progress had to seek out development opportunities themselves. An important attribute for any leader is to identify colleagues who have leadership potential or other ability. But we saw limited evidence of this during our inspection.

This means that the force may be missing opportunities to identify and develop talent. The force should think about the steps it can take to identify future leaders and other talented individuals.

### **The force provides a range of well-being measures, but there is limited awareness of them across the workforce**

The force has a range of options to support well-being, including:

- Care First (employee assistance programme);
- Blue Light Champions (mental health awareness scheme);
- [Oscar Kilo](#) (peer support scheme for police officers);
- reverse mentoring;
- financial well-being advice pages;
- parental support;
- Prostate Cymru;
- menopause support;

- endometriosis-friendly employer accreditation; and
- staff support networks.

But staff awareness of the range of support options appeared limited, particularly among response and neighbourhood policing teams. Most knew the force had an [occupational health unit \(OHU\)](#) but didn't know more than that. Most officers said they would go to their first-line leader if they needed support. This may result in officers not receiving the right support, especially as some supervisors weren't fully aware of the range of support options available.

A specific well-being site on the force intranet gives guidance and shares activities that could help officers and staff improve and maintain their well-being. But very few staff we spoke to were aware of its existence. Some of those who were aware of the intranet site said that the force intranet was difficult to navigate. The force should consider how it might improve officers' awareness of the welfare options available.

### **The force has improved the capacity and capability of its OHU**

The force has faced significant challenges in resourcing its OHU. Job vacancies have affected waiting times for people trying to access the service. This has been made worse by the vast rural geography of Dyfed-Powys. And some clinicians have had to perform administrative duties while posts were vacant. But the force has been proactive in recruiting to fill posts. In 2022, the force appointed a new manager in and has since filled all vacancies. As a result, the force reports that it has substantially reduced the OHU waiting time to an average of 11 days.

The OHU team have made sure they are working towards achieving [Safe Effective Quality Occupational Health Service](#) standards. The manager has made sure the team has monthly continuous professional development to improve the service the OHU offers. The manager has also made sure the OHU adopts clinical supervision and auditing protocols. The OHU is transferring all its paper records into an electronic database, which will also improve its performance.

The OHU has been peer reviewed and is positively working through a 27-point action plan. The force told us that 18 out of 27 of these actions were shown as completed as of March 2023.

Officers and supervisors who have accessed the OHU all reported positive experiences that improved their health and well-being.

## **The force has an effective risk management response to traumatic incidents at work**

We found good evidence that the force values and promotes [trauma risk management \(TRiM\)](#). Nearly all officers we spoke to showed an awareness of the TRiM scheme and of the force's commitment to promoting it. The force has also recognised that TRiM is designed primarily for critical incidents. It is introducing a new process called ADJUST, which will follow some TRiM principles but will be available to a wider range of officers for more incidents. This should be a positive step to improve overall staff well-being.

## **The force has a good understanding of the challenges faced by new recruits**

The force has made good progress in recruiting officers through the new [Police Uplift Programme](#) and policing education qualifications framework entry programmes. The force has invested more resources into its learning and development team to make sure it can support and train this volume of new recruits. This includes a sergeant and eight constables. The force has also created two extra student officer support roles to offer pastoral support to the students.

All tutors who are assigned a student are trained to a national standard. The head of learning and development checks in twice a week with divisionally based leads to support the progression of students.

The force always tries to make sure that student officers aren't working alone in remote locations but can't always make this happen due to operational demands. Some students reported feeling vulnerable and ill-equipped to deal with certain operational matters. In these cases, a buddy or mentor could offer valuable support. However, according to a survey we carried out from 14 February to 24 March 2023, 62.2 percent of new recruits with less than five years' service in the sector (97 of 156 respondents) didn't have a buddy or mentor. This is something the force may wish to review.

Many students reported that doing both a degree and police work is stressful and has a significant effect on their work-life balance. Many students reported that they often work on rest days to complete their degree portfolio. But the force has been proactive in making sure that officers are given protected learning days for their continued development.

Student officers have personal individual sessions with tutors at week 3 and week 21 to discuss progress and well-being. Some students said they would welcome more sessions during this intense period of change. But it was reassuring to note that in the staff survey we carried out, 92.4 percent of new recruits (144 of 156 respondents) agreed that their line manager nurtures an environment of trust and confidence.

Most student officers appeared excited at the prospect of becoming substantive police officers and were looking forward to a career with Dyfed-Powys Police.

### **Staff reported feeling comfortable addressing discriminatory behaviour**

Nearly all the staff we spoke to during our inspection had never witnessed any discriminatory behaviour. Most said that they would feel completely comfortable challenging such behaviour if they saw it. Most staff also believed that their supervisors would challenge such discriminatory behaviour.

These findings were supported by a staff survey we carried out, which indicated that:

- 93.2 percent (603 of 647 respondents) agreed that their line manager creates an ethical working environment; and
- 92.5 percent (598 of 647 respondents) agreed that their line manager challenges discriminatory behaviour.

### **The force is making efforts to retain new recruits and understand why they might leave the force**

The force has adopted the early leavers framework and has a process to encourage people who might consider leaving before retirement to 'say and stay'. Supervisors are encouraged to have early conversations with potential leavers to find out the reasons why they might be considering a career change.

HR specialists now offer to hold exit interviews with all leavers to understand barriers to retaining staff. This aims to give leavers greater confidence to speak openly about their reasons for leaving. This also allows the force to consider addressing the factors that might cause a person to leave, if appropriate. Exit interview findings will also give the force greater clarity on any patterns and trends over time so it can consider relevant actions. Feedback from several officers indicated that the cost of living and pay were significant contributing factors to leaving the force, especially for officers with long commutes given the increased cost of fuel.

The force discusses leavers at strategic resource group meetings to think about whether there are options for retention. We found that knowledge of why officers might consider leaving was developed and mature at the strategic level. But first-line supervisors might benefit from knowing more about the themes identified in the resource meetings. Informing more supervisors about the barriers to retention may help them to offer local tailored support and encourage people to stay in the force.

### **The force creates opportunities for officers and staff from underrepresented groups to develop and progress**

We saw positive strategic oversight, governance and the application of resources to support equality, diversity and inclusion. This included clear oversight from senior officers.

The force has:

- a clear race action plan;
- a positive action strategy;
- an established representative workforce group that reports back into the equality, diversity and inclusion group; and
- a culture group.

The College of Policing commended the force for its equality impact assessment. The force has a comprehensive action plan for recruitment, retention and progression of underrepresented groups. Senior leaders were committed and passionate about this workstream.

The force uses an 'adverse impact calculator' to monitor the effect of promotion opportunities. This makes sure that underrepresented groups aren't unfairly disadvantaged in established promotion procedures. There are extra support options available to underrepresented groups, including familiarisation workshops, interview practice and preparation, and a springboard programme for female officers. The force also offers learning programmes to support officers and staff from underrepresented groups. This is encouraging, but not all officers and staff we spoke to were aware of these measures.

Currently, the force doesn't have any female officers above the rank of superintendent. But the force is reviewing methods to give female aspiring senior leaders opportunities to help their development and progression.

The force helps staff support networks to encourage applications for promotion or lateral development opportunities from staff from underrepresented groups. The force has held focus groups with female officers and staff to discuss the barriers to progression. The force promotes and values Welsh language ability at all levels.

# Vetting and counter-corruption

We now inspect how forces deal with vetting and counter-corruption differently. This is so we can be more effective and efficient in how we inspect this high-risk area of police business.

Corruption in forces is tackled by specialist units, designed to proactively target corruption threats. Police corruption is corrosive and poses a significant risk to public trust and confidence. There is a national expectation of standards and how they should use specialist resources and assets to target and arrest those that pose the highest threat.

Through our new inspections, we seek to understand how well forces apply these standards. As a result, we now inspect forces and report on national risks and performance in this area. We now grade and report on forces' performance separately.

Dyfed-Powys Police's vetting and counter-corruption inspection hasn't yet been completed. We will update our website with our findings and the separate report once the inspection is complete.

# Leadership and force management

## Adequate

Dyfed-Powys Police's leadership and management is adequate.

### Areas for improvement

#### **The force should make sure it has effective governance processes to support its performance framework**

During our inspection, we found that the force focused on improving performance and this was producing positive results. But officers and staff reported concerns that performance was being driven by an overly competitive process that included comparisons through local league tables. This could make officers feel that they need to carry out more arrests, stop and searches, and other activities to visibly improve their performance, rather than tailoring their approach to the circumstances. This behaviour can create an unhealthy culture between teams. The positive drive to improve performance may lead to unintended consequences, which strategic leads should monitor.

We also found that there were inconsistent approaches to how performance was managed locally and how this was recorded. Some departments carry out performance audits at random, which may not be aligned to force priorities. There isn't a force-wide, consistent approach to auditing. Many audits are stored across multiple systems in various computer programs. As such, these audits don't always inform strategic leads effectively. This means that senior officers can't reassure themselves that the information they rely on to make decisions is as accurate as it should be.

The force should review its performance management framework to reassure itself that the framework clearly aligns with the force's objectives. And the force should also reassure itself that the positivity of the move to a more performance-driven approach isn't disrupted by unintended consequences resulting from a competitive culture.

### **The force should make sure it understands how its investment in IT systems improves productivity**

The force has invested in data reporting software (Microsoft Power BI). It uses the data it collects and analyses to effectively target enforcement and crime prevention activity. The force understand the benefits of this activity. For example, it has identified areas with higher levels of drugs offences. This allowed it to direct prevention and intervention activity by increasing the use of stop and search in these areas. And it aimed to increase positive results in stop and searches.

But we found the force didn't have a detailed understanding of how its overall investment in IT is resulting in increased productivity. For example, it couldn't tell whether officers were using new laptops effectively by completing incident or crime recording updates while out in the community. The force told us that poor connectivity meant officers had to return to stations to complete work. This increased travel time and reduced capacity.

There are other areas that would benefit from further investment in performance and productivity data. For example, the force doesn't use telematics data effectively across its fleet to understand where vehicles are most used and needed. We found that the workforce struggled at times to find enough vehicles to manage daily demand effectively. Some teams reported having to share one car among ten staff, while other stations reported having more vehicles than staff.

The force should make sure that investment in enabling technologies appropriately supports the work of frontline officers and staff.

## **Promising practice**

### **The force effectively uses data to understand its finances**

Dyfed-Powys Police uses data effectively to manage and understand its finances. This makes sure the force understands the actual cost of its resources and the level of finance that is available. It has a disciplined approach to using finances effectively and supporting the wider management teams in making savings.



For example, the force performance meeting includes a section on financial reporting. During this meeting, the financial lead can explain what the force is spending and in what areas. This data is available down to frontline officer level and is linked to performance. The data sheets used to manage finances are easy to understand. The finance department uses effective data systems to make these data sheets available. The information discussed also covers the finances of similar forces and the status of finance nationally to allow Dyfed-Powys Police to compare its financial performance to other forces. This financial reporting is a detailed piece of work that is supported by an investment in [Achieving Financial Excellence in Policing](#). This will place the force in a strong position to understand investment and productivity.

The force is already sharing the practice with other forces nationally.

## Main findings

In this section we set out our main findings that relate to leadership and management.

### **The force's financial plans, including its investment programme, are affordable and will help the force continue to meet future demands**

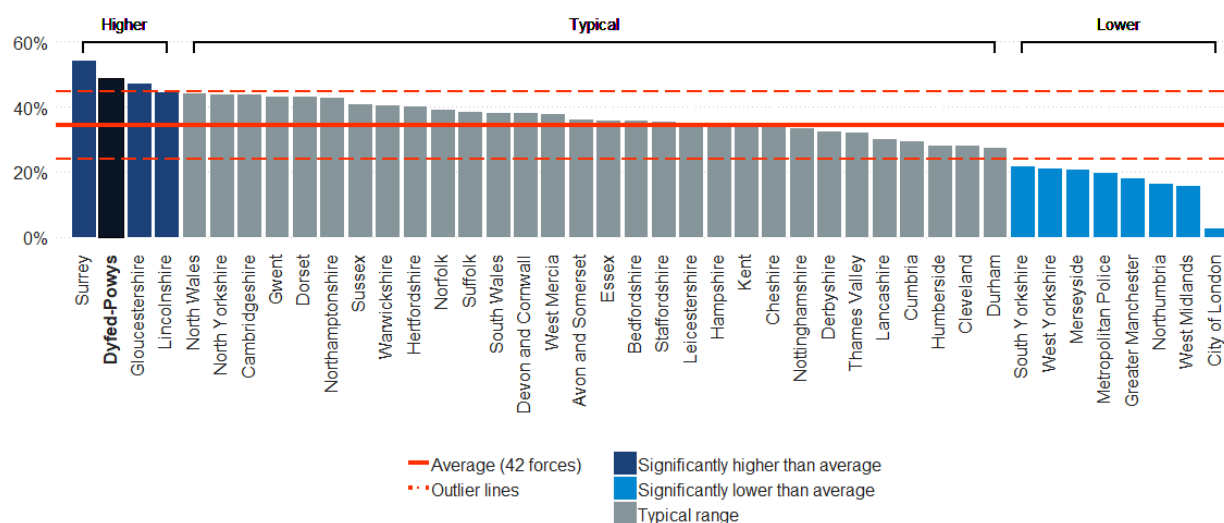
The force shows effective financial management. It makes the best use of the finance it has available. And its financial plans are both ambitious and sustainable. The total funding for Dyfed-Powys Police is £133.414m annually. The police and crime commissioner raised the [precept](#) by £1.87 a month for band D properties in the force's area to £22.49 a year (a 7.75 percent increase). This increase will raise a total precept of £72.518m.

The financial forecasts within the mid-term financial plan are based on realistic assumptions about future funding and expenditure. The force needs to make savings and has identified the areas where they will be made. The force told us that it has identified £6.4m of savings to be made in 2022/23. The force estimates that it will need to make further savings over the medium term to balance the budget and keep current service levels.

The force is confident that the required savings are achievable. But it isn't filling vacant posts, which means that extra work is passed to current staff and officers. The force should continue to monitor and understand the increases in demand caused by the vacancy rate.

In the year ending 31 March 2023, Dyfed-Powys received 48.6 percent of its funding from precept. This is higher than expected when compared to other forces in England and Wales.

**Figure 3: Proportion of funding received from precept across all forces in England and Wales in the year ending 31 March 2023**



**The force has a strategic planning framework that makes sure it addresses local and national priorities, but the framework has some gaps**

Senior officers effectively understand the force’s priorities. But communication of the force’s strategy isn’t always clear to frontline officers. These officers were sometimes unable to explain the force’s priorities and how that related to their regular activities. The force regularly reviews its operating model to make sure it stays fit for purpose and able to respond to changing demands. And the force’s governance arrangements show some effective use of data, covering most aspects of its performance. But several more detailed performance measures were missing in some important policing areas. This was the case in the fields of domestic abuse, where there wasn’t enough oversight and governance in terms of overall force performance. This meant some areas of poor performance across the force went unrecognised, which could expose people to further risk of harm.

**The force is starting to invest in a structured leadership approach but needs to make sure senior leaders have visibility**

We found lots of positivity in the force around ‘first-line’ leadership. Most of the officers and staff we talked with spoke highly of their immediate supervisors and leaders, saying that many were caring and compassionate. In the workforce survey we carried out, 84.5 percent of respondents (547 of 647) agreed with the statement that their line manager nurtures an environment of trust and confidence. Most stated that the force has a “family feel”.

But many officers said that this didn’t extend throughout all leadership levels. Some groups reported little or no interaction with some inspectors, chief inspectors and superintendents. Officers noted that some superintendents were very proactive. But some reported a less visible approach, particularly in more remote locations. Some officers reported that leaders had a very supportive leadership style.

Other officers reported occasions when there appeared to be a transactional leadership approach.

Some officers agreed that demands on senior leaders and the vast geography of the areas they cover could affect their availability. But some officers felt that some senior leaders could do more to improve visible leadership.

At the time of our inspection, the force had developed a leadership training programme to help support its leaders, which is due to start in December 2023. And the force has committed to senior leaders becoming more visible and engaged with the workforce. This renewed approach had started shortly before our inspection and involved the assistant chief constable visiting areas within the force and talking to officers and staff. The force should make sure this approach is adopted across all ranks.

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**11<sup>th</sup> January 2024**

**Police and Crime Commissioner for Dyfed-Powys response to  
Police Effectiveness, Efficiency and Legitimacy (PEEL) 2023-25:  
An inspection of Dyfed-Powys Police**

In response to Dyfed-Powys Police's last PEEL inspection (2022), I stated I was reassured that the Force was moving in the right direction under the then new leadership of Chief Constable Dr Richard Lewis. It was therefore disappointing to see some of the less favourable feedback within this most recent inspection report. Of particular concern to me was the challenges highlighted within the vulnerability area, given that this incorporates one of the Chief Constable's priorities. It is clear from my oversight that the requirement to improve is a result not of a lack of action or effort by those leading and working in the business area, but of insufficient support, focus and resourcing by the organisation at large. I am however reassured that significant steps have been and continue to be taken towards redressing this since the inspection fieldwork period.

I was encouraged by the identification of promising practice relating to the Force's use of data to manage and understand its finances. This is becoming increasingly vital - whilst the report suggests the Force is in a healthy financial position, the ongoing challenges to ensure this endures cannot be underestimated.

Since the publication of the inspection report, I have received a comprehensive update from the Chief Constable detailing the work being undertaken to address each of the areas for improvement identified by His Majesty's Inspectorate.

***1. The Force needs to improve its recording of reasonable grounds for stop and search and make sure officers understand the Force's approach to improving performance***

I have been informed that the Force has improved its training on stop and search as well as reinforced its internal scrutiny of stop and search records. The Force ensures that review details are captured and considered at the internal Ethical Use of Police Powers group. Where a lack of grounds is recorded, feedback is provided directly to the submitting officer. An escalation process is also in place should officers continue to conduct searches with insufficient grounds recorded.

My office continues to oversee the use of stop and search through attendance the Ethical Use of Police Powers group, independent dip-sampling conducted by my volunteer Quality Assurance Panel and data analysis by my staff. I also personally discuss the matter directly with the Chief Constable.



***2. The Force should develop an independent use of force external scrutiny panel***

My office has in the past undertaken a number of scrutiny exercises relating to the use of force, including a deep dive review and dip-sampling. Over the years, my Quality Assurance Panel has, positively, been increasingly called upon to review a broader range of police-public interactions. As such, my office has needed to take a risk-based approach to scheduling to ensure the focus is placed on areas of the greatest concern and where feedback can be of most influence. Following a number of dip-samples identifying no significant concerns with officer conduct and recurring issues regarding administrative matters, regular dip-sampling of use of force incidents was deprioritised to allow capacity to focus on other matters. The Panel has however conducted a dip-sample in December 2023, the results of which will be published on my website in due course.

I am of the understanding that the Independent Advisory Group also intends to conduct similar dip-sampling of use of force incidents in the near future. This will enhance and complement existing activity, and crucially, bring a more diverse view to scrutiny and oversight.

I have sought assurance from the Chief Constable that learning from external scrutiny is disseminated appropriately throughout the Force. I intend on checking and testing that this is working appropriately in the coming months.

***3. The Force should increase the visibility and accessibility of neighbourhood policing teams and reduce the extent to which they are diverted to other duties***

***and***

***4. The Force needs to improve the way it communicates with local people***

This is something which I have continually championed since my initial election, encouraging the Chief Constable to ensure neighbourhood teams are visible and known by their communities. As such, I facilitated a series of engagement events across the Force area in the Spring of 2023, bringing together local community representatives and neighbourhood teams. In the Chief Constable's response to me regarding this inspection report, it was suggested that there may be some disparity in officers' understanding of what constitutes 'true' abstractions and instances of being diverted to undertake community engagement around critical incidents.

I understand that senior leaders will be re-establishing abstraction data monitoring as the necessary performance tools are re-built following the Force's migration to The Cloud and the Niche records management system.



I am also aware that officers are asked to record community engagement activity on an internal system. In addition, the Chief Constable has recently introduced the reporting of officer time being spent out of station. Whilst this does not indicate what duties are being undertaken, it provides a basic measure to assess the opportunities for officers to be visible and proactive in their communities. I am sighted on this data through my quarterly public Policing Accountability Board meetings. As abstraction data becomes available, I will ask the Chief Constable to detail any adverse impacts on community policing and, where necessary, what action he is taking to address these.

The Chief Constable has reported that a new Force Crime Prevention Strategy will be delivered this month and a Neighbourhood Improvement Plan will be progressed in due course. I also understand the Force will be working on developing a coherent approach to identifying community priorities. My office will work with the Force to ensure the Term 4 Police and Crime Plan is cognisant of these developments and that our organisations work together to appropriately reflect on local community priorities.

***5. The Force needs to reduce the number of non-emergency calls that are abandoned by callers***

***and***

***6. The Force should review the understanding of risk and demand within the control room and the effectiveness of the response to incidents***

The Force Communication Centre (FCC) has established a Force-wide 101 demand reduction task and finish group to enable the FCC to respond to the increasing volume and complexity of incoming calls for service. The Force is also awaiting the implementation of a new customer relations management software which is expected to improve demand management and therefore reduce call abandonment. It is disappointing that the implementation has been repeatedly delayed - I have been informed that the current go-live date is anticipated for May 2024. I will seek an update from the Chief Constable in the coming months to ensure this is in place ahead of the peak demand the Force experiences over the summer period.

Whilst the Communication Centre has a well-developed performance management regime, it is acknowledged that the understanding of demand needs to be developed. The Force is currently consulting on a revised operating model which could see investment in analytical capacity within the Centre, which should address the need for better demand modelling.



***7. Dyfed-Powys Police doesn't consistently achieve appropriate outcomes for victims***

The Chief Constable has assured me that improvement in this area is being driven and scrutinised in a monthly Victim Performance Meeting which is chaired by a Chief Officer. Performance is scrutinised in every aspect of Dyfed-Powys Police's service to victims, following the 6 pillars adopted from the Victim Service Assessment framework. Outcomes are scrutinised with a particular focus on 15 (evidential difficulties), 16 (victim withdraws support), and 18 (investigation complete, no suspect identified).

Work is ongoing through the Force operating model review to establish a central team to record crime at the first point of contact. It is anticipated that this will improve crime recording standards and address over-recording, which has a negative impact on overall outcome rates.

***8. The Force should make sure that a victim contract is completed where appropriate***

My office continues to work with criminal justice partners locally and across Wales to establish a mechanism to review the whole system's compliance with the Code of Practice for Victims of Crime. Part of this compliance includes the completion of the victim contract, an important aspect of ensuring victims have a say in how and when they would like to be kept informed of progress with their case. This is reported to consistently be an area of lower satisfaction among victims in the Dyfed-Powys Police area.

The Chief Constable has reported that the transition to the Niche crime management system has presented some challenges in achieving a consistent approach to recording victim needs and updates. Internal dip-sampling looks to identify issues in these areas, which are then reported to the Force's Victim Performance Meeting for scrutiny and learning.

My office will continue to work with the Force to monitor progress in this in this important area to ensure victims feel supported.

***9. The Force must make sure that all incidents related to domestic abuse are risk assessed appropriately***

It is disappointing that a decision had to be taken to suspend secondary reviews of standard risk assessments as a result of insufficient resourcing being afforded to the Vulnerability Hub. I am pleased that there is now a renewed focus on the Chief Constable's priority to eradicate domestic abuse, stalking and harassment, with the commensurate prioritisation of resources. I have been assured that there is now a timely review of all domestic abuse, stalking and harassment reports.





Funding has also been allocated to re-establish a robotics solution which had been disrupted by the implementation of Niche.

In order to ensure risk assessments are being undertaken appropriately by individual officers, the Force has rolled out training which is expected to conclude in February 2024. I will seek an update from the Chief Constable after this date to seek reassurance on the impact of this training.

**10. *The Force should make sure that all officers, especially those in specialist roles, have appropriate training to carry out their responsibilities***

I have been informed that training programmes for the Secondary Risk Assessment Unit and Domestic Abuse Virtual Response Unit have been compiled. A programme for Domestic Abuse Officers is being compiled for delivery in 2024. My office will monitor the programme rollout through updates received at internal Force meetings throughout the year.

**11. *The Force should improve its governance, performance monitoring and auditing of vulnerability to effectively protect vulnerable people***

The Assistant Chief Constable introduced a weekly Vulnerability Improvement Task and Finish group in the Summer of 2023 to focus on progressing key action plans. A representative from my office attends periodically to keep abreast of developments, as well as discuss ways in which my office can support improvements through dip-sampling and victim engagement.

A comprehensive suite of domestic abuse measures has been submitted for inclusion in a performance dashboard which is due to be completed early this year. In the interim, a data briefing pack is used to monitor a specific set of information. In addition, a new domestic abuse audit regime is being launched. I will ask the Chief Constable to ensure my office is kept updated on the results of these audits as they are reported.

**12. *The Force should make sure it completes risk assessments of registered sex offenders promptly and in line with national best practice***

I have been assured by the Force that they always aim to complete risk assessments in a timely manner and that the cases reviewed by the Inspectorate were when Covid measures were in place. The Force reports that it hosts regular professional development days for offender managers and monitor compliance through a well-embedded audit process.



**13. The Force must effectively balance operational need with supporting the welfare of its officers and staff**

The Chief Constable reports that Local Policing Area commanders include discussions on wellbeing in team away days. The Criminal Investigations Department has designated wellbeing leads and has hosted a series of wellbeing events across the Force area through the autumn with Occupational Health's support. New student officers receive an input from both Occupational Health and the Force's Mental Health Co-ordinator during their induction. In addition, wellbeing is woven through all training courses and within the leadership courses to raise awareness of line manager responsibilities and to the support available for them and their teams.

I have been assured that the Force is also making positive progress against an existing recommendation relating to proactive wellbeing support for personnel in high-stress roles.

A review of the Force Operating Model as part of year two of the Force Review efficiencies programme is being shaped by officer and staff feedback concerning response resourcing levels. My office attends the Force Review Programme Board to maintain oversight of developments. I receive regular updates from People Services through my Policing Board meetings, where I have paid particular attention to the Force's workforce planning. I will be looking to the Chief Constable in due course to detail the impact any changes are expected to have on the workforce. I will also seek reassurance on the Force's ability to continue to deliver the objectives set out in my Police and Crime Plan. My office will ensure that this information is used to inform the Term 4 Police and Crime Plan and future Medium Term Financial Plans.

**14. The Force must make sure supervisors have the necessary training and skills to carry out their role**

The Chief Constable's comprehensive response to the inspection report details that the Force is adopting the College of Policing 5 levels of leadership programmes, with levels 1 and 2 already having been launched. A series of professional development workshops are offered to supervisors, with those in high-risk areas being prioritised. An operational Police Sergeant course is scheduled to be delivered this month to complement promotion board processes. The Force intends to replicate this for Inspectors. I will periodically seek assurance from the Chief Constable about the delivery, engagement and impact of these plans.



**15. The Force must consider its personal development review process to make sure it is effective and valued by officers and staff**

The Force is piloting a new talent/development matching process for individuals seeking developmental evidence for promotion boards. This process matches individual skills development needs with pieces of work identified by Heads of Department. In addition, the Force has piloted and agreed a rollout of using the Development Assessment Profile (DAP) in place of application forms for Police Sergeant promotion processes. The Force intends on exploring how this can be expanded to include police staff vacancies. The Force anticipates that these developments and the Pay Progression Standard use of DAP ratings will improve officer and staff support for the DAP process. I receive updates on DAP completion through regular People Services updates at my Policing Board meetings.

**16. The Force should make sure it has effective governance processes to support its performance framework**

The Chief Constable has provided me with a comprehensive response to this particular area for improvement. It details a structured network of governance meetings designed to embed and support performance management throughout the organisation. My office is working closely with the Head of the Force's Service Improvement Unit to ensure the appropriate mechanisms are in place to report on the Force's performance against my Police and Crime Plan.

**17. The Force should make sure it understands how its investment in IT systems improves productivity**

I have been informed that the Force has a Benefits Framework which sets out the basis for the principles and approaches to benefits management and productivity improvement. The Framework is part of the business case process managed by the Change and Transformation Group. It is used to ensure that benefits are recorded, tracked and reported on by the submitting department. Work is ongoing to ensure the process is clear and practical for those using it. A representative of my office attends the Change and Transformation Group to ensure oversight of projects and their impact.

I have set out under each of the areas for improvement what I intend to do to oversee the Force's progress. Information gathered in the process will be used by my office to inform the development of the next Police and Crime Plan to ensure continued focus on the areas requiring the greatest improvement.

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## DYFED POWYS POLICE AND CRIME PANEL

16/02/2024

### TACKLING FRAUD AND CYBERCRIME

**Purpose:**

To note the progress that has been made in tackling fraud and cybercrime in Dyfed-Powys.

**Recommendations / key decisions required:**

To note the progress that has been made and make such recommendations as the Panel considers appropriate.

**Reasons:**

The tackling of Fraud and Cybercrime falls within the overall scope of Priority 2 in the Police and Crime Plan – Prevention of Harm.

Cabinet Decision Required	Not applicable
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Council Decision Required	Not applicable
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Cabinet Member Portfolio Holder:-	Not applicable
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Report Author:	Designations:	Tel: 01267 224018
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**EXECUTIVE SUMMARY  
DYFED-POWYS POLICE AND CRIME PANEL  
16/02/2024**

**TACKLING FRAUD AND CYBERCRIME**

The tackling of Fraud and Cybercrime was identified as one of the scrutiny priorities for the Police and Crime Panel during the 2019/2020 municipal year and a report was received from the Commissioner on this topic in April 2019. The relevant report can be accessed via the link below.

[\(Public Pack\)Agenda Document for Dyfed Powys Police and Crime Panel, 26/04/2019 10:30 \(dppoliceandcrimepanel.wales\)](#)

The revised Strategic Policing Requirement (SPR) published by the Home Office in February 2023 identifies Cybercrime as one of seven national threats. In his annual report to the Panel on the 14<sup>th</sup> July 2023 the Commissioner indicated that he was confident that due regard had been given to this threat in the Police and Crime Plan and that he had been holding the Chief Constable to account accordingly.

The annual report went on to detail at pages 14-17 (pages 34-37 of the agenda pack) the steps that had been taken to tackle this threat. The Commissioner's Annual Report can be accessed via the link below.

[\(Public Pack\)Agenda Document for Dyfed Powys Police and Crime Panel, 14/07/2023 14:00.pdf \(dppoliceandcrimepanel.wales\)](#)

Following communication from a member of the public the Panel has requested that the Commissioner provide a further report, setting out the progress that has been made since 2019 and elaborating upon the information contained in the Commissioner's last annual report regarding this issue.

**DETAILED REPORT ATTACHED?**

**YES**

**Section 100D Local Government Act, 1972 – Access to Information  
List of Background Papers used in the preparation of this report:**

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Host Authority Files	PACP-082	County Hall Carmarthen



**Police and Crime  
Commissioner for Dyfed-Powys**

**Dyfed-Powys Police**

## **Fraud and Cyber Crime**

**February 2024**

## Introduction

The tackling of Fraud and Cyber Crime falls within the overall scope of Priority 2 in the Police and Crime Plan – Harm is prevented.

The increasing globalisation of goods, people, and services, the continued evolution of technology, and changes in social norms continue to drive the significant threat from Fraud and Cyber Crime. These crimes amount to over half of all recorded crime across England and Wales.

I last reported to the Police and Crime Panel on this topic in [April 2019](#).

The purpose of this updated report is to demonstrate the progress that has been made since then in tackling these threats.

## National Picture

In April 2019 His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) published a report - [Fraud: Time to choose – An inspection of the police response to fraud](#).

At the time they made sixteen recommendations and identified five areas for improvement. [My response](#) was included in the report which was submitted to the Police and Crime Panel in April 2019.

HMICFRS revisited the issues in August 2021 to assess the progress made on the original recommendations. I included my statutory response to this revisited report within a response to a question on notice from panel member Cllr Les George at the Police and Crime Panel meeting in November 2021. ([dppoliceandcrimepanel.wales](#))

The '[National Policing Strategy for Fraud, Economic and Cyber Crime 2023 – 2028](#)' was published by the National Police Chief's Council (NPCC) on 22<sup>nd</sup> November 2023. The Strategy reiterates that Fraud and Cyber Crime are both national Strategic Policing Requirements. In Dyfed-Powys Police, Fraud and Cyber Crime feature on the agendas for the Force Strategic Tasking and Coordination, Force Intelligence Development and Force Tasking group meetings. The full impact that the national strategy is likely to have upon demand at a force level is yet to be seen. However, it formalises the approach that all forces should take to the 4Ps (Pursue, Protect, Prevent, Prepare) to improve the policing response to Fraud, Economic and Cyber Crime. It sets out that forces will be held more to account in terms of performance in this area and their strategic response to the threats.

In August 2023 the Association of Police and Crime Commissioners (APCC) Leads for Economic and Cyber Crime produced a resources pack for all offices of the Police and Crime Commissioners (OPCCs). Its purpose is to share examples of Police and Crime Commissioner initiatives and practices for colleagues to use, adapt or build on.



The next-generation Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) is a £150m transformation programme that will replace the existing system and services (currently delivered by Action Fraud) for reporting and analysis of Fraud and Cyber Crime in England, Wales and Northern Ireland. This new service is due to go live in March 2024.

### **Dyfed-Powys Police Area**

As detailed in my [annual report](#) submitted to the Panel on 14<sup>th</sup> July 2023, I indicated that I was confident that due regard had been given to these threats and that steps are continuously being taken to address the issues. I am still confident that this is the case and I continue to work with the Chief Constable to ensure that this crime is given adequate resourcing to meet the increasing demand presented.

I and my office remain in regular communication with Dyfed-Powys Police Force's Economic Crime Team Manager to ensure that I am fully sighted on all the work this team undertakes.

- **Communications and Support**

A session on the wider aspects of Fraud and Cyber Crime was arranged for all the staff in my office on 26<sup>th</sup> September 2023. This session was run by the Force's Fraud Safeguarding Officer and the Cyber Fraud Investigator. This topic has an impact on every member of society. I encourage my team to share the message with their friends and family to reach as many people as possible.

As referred to in both my 2019 report and my annual report, Operation Signature was introduced in 2018. An important strand of Operation Signature is its wider messaging and prevention advice, working with statutory and voluntary agencies to influence change. The Fraud Safeguarding Officer co-ordinates both Operation Signature and the Banking Protocol. They are also involved with Schools Liaison in delivering the online messages to schools, universities, youth groups, local councils, probation services, farming communities, local business groups and many more. My office regularly highlights these issues on social media and shares key messages from the Economic Crime Team to raise awareness.

The Fraud Team feeds into the services of Goleudy, the victim and witness service funded by my office. Goleudy offers personalised, emotional, and practical support to help victims and witnesses of crime and anti-social behaviour, as well as their families.

It is often the case that Fraud victims have other social issues ongoing at the same time. For example, some victims who are caught up in Romance Fraud will have long term marriages or cohabiting relationships. Romance Fraud can lead to the loss of family life savings which in turn could lead to domestic abuse or violent situations within the home. Goleudy will provide enhanced support to those victims

who accept they are victims of crime. The Fraud Team will also make multi-agency referrals as required.

The [National Economic Crime Victim Care Unit](#) (NECVCU) is a focussed and targeted service providing victims of Fraud and Cyber Crime with a national standard of care and support. It works with forces at a local level to deliver a better service to victims.

A member of my Policy Team met with the Older People's Commissioner for Wales last year and subsequently linked them in with the Force's Economic Crime Team Manager. The Manager now sits on the Older People's Commissioner's 'Abuse Action Group' and is involved in the implementation of the Welsh Government National Action Plan to Prevent the Abuse of Older People in Wales.

- **Sextortion Blackmail**

Whilst sextortion is not technically Fraud, it is both an economic and sexual crime that has a significant impact upon victims. The victim of sextortion is often male and often a teenage child. Intelligence suggests that the offenders are usually located abroad, which makes it difficult to investigate and nigh on impossible to bring offenders to justice. Sextortion poses a threat, harm and risk to victims. They find it extremely embarrassing to disclose to their friends, parents or carers, let alone the police.

As sextortion is classified as blackmail, the ownership of the crime type does not fit with any one particular area of policing. The Economic Crime Team have recognised the crime as an increasing issue and engage with other departments to implement a Force response. This allows them to better understand these offences, determine how victims fall foul to this and the impact it has upon them.

- **Courier Fraud**

When comparing the various threats of Fraud; Courier Fraud presents the highest threat, harm and risk to victims.

Courier Fraud occurs when a fraudster contacts a victim by telephone purporting to be a police officer or bank official. To substantiate this claim, the caller may be able to confirm some easily obtainable basic details about the victim, such as their name and address.

After some trust has been established, the fraudster will then claim that a circumstance exists, such as:

- money has been removed from the victim's bank account and staff at their local bank branch are responsible.

- suspects have been arrested and the 'police' need to secure the victim's money as evidence.
- a business, such as a jewellers or currency exchange, is operating fraudulently and they require assistance to help secure evidence.

Victims are asked to co-operate in an 'investigation' by attending their bank or a money service business to withdraw money (sterling or foreign) or to purchase an expensive item, such as gold or gift vouchers to physically hand over to the Courier for examination.

They will agree a time and location for the handover, usually arranging for the Courier to collect the items from the victim's home. At the time of handover victims are promised that the money or goods that they are handing over will be reimbursed or returned. However, no further contact is made by the fraudsters and the money or goods are never seen again.

The long -term impact on victims can be both financially and psychologically significant. Whilst other Fraud type offences can have a similar impact, there is potentially a more sinister aspect to Courier Fraud. Victims belatedly realise that they have come face-to-face with the criminals. This can lead them to question how and/or why they have been specifically targeted. It may undermine their faith in law enforcement and/or their bank, having a reputational impact upon policing.

Between October 2020 and December 2022, 443 offences of Courier Fraud were reported to Dyfed-Powys Police. The vast majority were unsuccessful attempts, where potential victims ceased engagement with the caller, having realised it was Fraud. However, 34 were full offences with financial loss totalling £612,762. The largest loss to one victim was £80,000 and the average loss was £18,022.

In 2021 a series of Courier Fraud incidents were reported in Pembrokeshire. Enquiries led to the identification of the offender, who had travelled by train from his home in Essex on numerous occasions to collect cash and gold from his victims. The total value amounted to approximately £50,000. The suspect was subsequently arrested in Essex and having been charged for 3 offences, he pleaded guilty at Crown Court on 17<sup>th</sup> January 2023.

- **Fraud**

The long-awaited implementation of the new national reporting process in 2024 is likely to see an increase in the number of reports being referred to the Force by the National Fraud Intelligence Bureau for engagement and safeguarding. This will have an impact upon the Fraud Triage and Safeguarding roles. The Economic Crime Team Manager will monitor this impact and discuss resourcing with both the Chief Constable and my office when the new process is introduced.

- **Cyber Crime**

Cyber Crime is regionally managed and locally delivered, in accordance with the NPCC Cyber Crime programme. Whilst current and predicted future demand in terms of the reporting of the Computer Misuse Act offences is likely to remain the same, numerous protect, prevent, and prepare initiatives are being rolled out. An example of one of these initiatives for forces to implement is the national Police Cyber Alarm project. This is an award-winning, free tool, provided by local police forces and funded by the Home Office to help businesses and other organisations monitor and report the suspicious cyber activity they face. Since Police Cyber Alarm launched it has identified over a billion suspicious events nationally resulting in reports and advice being given to members, enabling them to take action to prevent a successful attack.

- **Financial Investigation**

Recent improvements in legislation have enabled the Economic Crime Team to conduct civil recovery investigations far more effectively. There has been an immediate impact upon the number of high value financial forfeitures. It should be noted that 50% of the amount forfeited is awarded to the benefit of the Police and Crime Commissioner's forfeiture account. The remaining forfeiture goes to the Crown Prosecution Service and the Home Office with victims also having the opportunity to recoup some of the money they have had stolen.

The below demonstrates the financial benefit that civil recovery investigations have brought to Dyfed-Powys Police Force in 2023/24:

Year	Amount
2021/22	£86,318.05*
2022/23	£86,824.28*
2023/24 to date	£459,577.81**

\*Conventional Proceeds of Crime Act (POCA) investigations

\*\*Conventional POCA investigations + civil recovery forfeiture

- **Success Stories**

In November 2023 Dyfed-Powys Police Force's Economic Crime Team was the 'Safeguarding' category winner at the Welsh Local Government Safer Communities Awards. The Safer Communities Awards were held to recognise outstanding contributions to community safety in a multi-agency context.

In April 2020, Dyfed-Powys' Economic Crime Team commenced the management of all Fraud and Cyber Crime incidents reported to the Force as a call for service. The team triage the reports and engage with victims at the earliest opportunity. This approach ensures that consistent subject matter expert advice, guidance and support is provided. The team ensure that there is accurate reporting of incidents to Action Fraud, the national reporting centre. This has not only reduced the strain on frontline officers but have gained positive feedback from victims within the community, with many commenting on the quality of service and reassurance they have received.

The Economic Crime Team was recently praised by a Judge for a Fraud investigation – a man from Tenby convinced friends and acquaintances to make high value payments which he said he would put into investment schemes on their behalf. In reality, he was out of work and funding his own lifestyle. The man's criminal behaviour came to light in 2018, when his victims failed to receive any money from the 'investments' and their suspicions were raised. As police enquiries developed, it was established that a number of people had been affected by his dishonest scheme, and he was arrested on suspicion of Fraud. Following a thorough investigation by Dyfed-Powys Police's Economic Crime Team the 62-year-old was charged with 26 counts of Fraud. After a lengthy trial in December 2023, he was found guilty of these 26 charges, and one of theft, with His Honour Judge Thomas describing him as 'one of the most dishonest' men he had ever met. He was sentenced on January 5<sup>th</sup> 2024 to eight years in prison for causing the loss of £377,000.

His Honour Judge Thomas praised the work of the Economic Crime Team, highly commending the officer in the case in particular for the quality of her investigation.

## **Conclusion**

Whilst the impact of Fraud and Cyber Crime cannot be underestimated, I am confident that the Economic Crime Team within Dyfed-Powys Police are experts in their field. Their accomplishments highlight a commitment to safeguarding our communities by tackling complex challenges and are a testament to the collaborative spirit and effectiveness of staff and officers.

The work being conducted by the team with vulnerable victims has been recognised at a national level and is well regarded by HMICFRS.

Whilst I am confident that progress is being made in support of this particular element of Priority 2: Harm is prevented, it is without doubt that Fraud and Cyber Crime capabilities continue to evolve and the resourcing of this department will need to be regularly considered to ensure it keeps in step with technological advances.

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**EXECUTIVE SUMMARY  
DYFED-POWYS POLICE AND CRIME PANEL  
16/02/2024**

**POLICING PROTOCOL – PERFORMANCE REPORT**

Section 79 of the Police Reform and Social Responsibility Act 2011 requires the Secretary of State to issue a Policing Protocol, the purpose of which is to set out how the functions of Police and Crime Commissioner and Chief Constable are to be exercised in relation to each other.

Paragraph 17 of the Protocol sets out the legal powers and duties of the Commissioner, namely:

- (a) set the strategic direction and objectives of the force through the Police and Crime Plan (—the Plan), which must have regard to the Strategic Policing Requirement set by the Home Secretary;
- (b) scrutinise, support and challenge the overall performance of the force including against the priorities agreed within the Plan;
- (c) hold the Chief Constable to account for the performance of the force’s officers and staff;
- (d) decide the budget, allocating assets and funds to the Chief Constable; and set the precept for the force area;
- (e) appoint the Chief Constable (except in London where the appointment is made by the Queen on the recommendation of the Home Secretary);
- (f) remove the Chief Constable subject to following the process set out in Part 2 of Schedule 8 to the 2011 Act and regulations made under section 50 of the Police Act 1996(a);
- (g) maintain an efficient and effective police force for the police area;
- (h) enter into collaboration agreements with other PCCs, other policing bodies and partners that improve the efficiency or effectiveness of policing for one or more policing bodies or police forces in consultation with the Chief Constable (where this relates to the functions of the police force, then it must be with the agreement of the Chief Constable);
- (i) provide the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action;
- (j) hold the Chief Constable to account for the exercise of the functions of the office of Chief Constable and the functions of the persons under the direction and control of the Chief Constable;
- (k) publish information specified by the Secretary of State and information that the PCC considers necessary to enable the people who live in the force area to assess the performance of the PCC and Chief Constable;
- (l) comply with all reasonable formal requests from the Panel to attend their meetings;
- (m) prepare and issue an annual report to the Panel on the PCC’s delivery against the objectives set within the Plan;
- (n) monitor all complaints made against officers and staff, whilst having responsibility for complaints against the Chief Constable.

The attached report sets out the Commissioner’s performance against these requirements.

**DETAILED REPORT ATTACHED?**

**YES**





**Section 100D Local Government Act, 1972 – Access to Information  
List of Background Papers used in the preparation of this report:**

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Host Authority Files	PACP-082	County Hall Carmarthen

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**Police and Crime  
Commissioner for Dyfed-Powys**

## **Dyfed Powys**

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

## Introduction

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.

All parties will abide by the 7 principles set out in the Standards in Public Life, known as the Nolan Principles.

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.

In order to demonstrate compliance with the Policing Protocol Order 2011 the Office of the Police and Crime Commissioner for Dyfed-Powys developed a healthcheck which covers all the areas in the protocol which the Police and Crime Commissioner has legal power and duty over. This equates to 21 areas which are further broken down into 54 areas of action by various business areas within the OPCC, 4 of these are permanently marked as N/A which leaves 50 action areas. These are completed on a quarterly basis to show continuous progress.

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

**Green** - Fully compliant, no additional work necessary

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

**Red** - Not compliant, duty not currently being met

The summary of the healthcheck is made available to the Police and Crime Panel in report format, including an Executive Summary of the previous quarter.

## Executive Summary

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

### RAG status comparison

This Quarter has seen the total number of actions for each RAG status remain the same in total. However, there have been amendments with 4 actions in total and are explained below:

Handling of Information in accordance with Data Protection Legislation – This changes from amber to green as all Freedom of Information requests were answered in time.

Statutory compliance of estates ensuring fit for purpose for operational use – this is because of the significant work that has been undertaken and the plans that are in place to deliver further improvements.

Explore and maximise sponsorship initiative opportunities – changes from green to amber as work has been undertaken but additional work is still required.

Development and implementation of a framework for the provision of crime and disorder grants – this moves from green to amber as work has been paused and will recommence in Quarter 4

### Summary:

Of the 50 action areas:

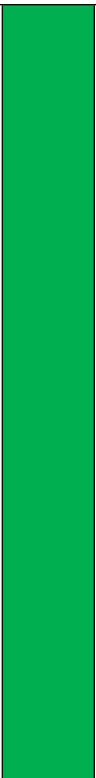
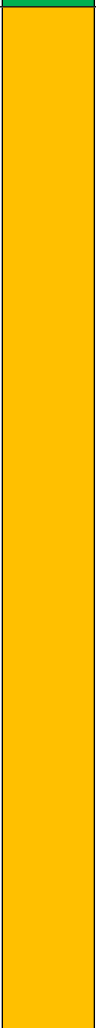
	Qtr 1	Qtr 1	Qtr 2	Qtr 2	Qtr3	Qtr 3
Red	0	0%	0	0%	0	0%
Amber	19	38%	17	34%	17	30%
Green	31	62%	33	66%	33	70%

**17a) Set the strategic direction and objectives of the Force through the Police and Crime Plan which must have regard to the SPR**

Action Required	RAG	Quarter 3 Progress Update
Development of Police and Crime Plan in line with requirements set out in Police Reform and Social Responsibility Act 2011 (Part 1; Chapter 3; 7)		The Police and Crime Plan for 2021-2025 was published in December 2021. Work is continuing to deliver what is contained under each priority within the plan. Progress achieved is reported formally within the Annual Report.
Development of a Police and Crime Delivery Plan to support the achievement of the objectives as set out in the Police and Crime Plan		The New Business plan has been prepared and agreed by the Senior Management Team and Executive team. Progress for delivery will be monitored through internal mechanisms and presented to the Police and Crime Panel for their information.
Review the Police and Crime Plan to ensure it remains fit for purpose		Through the business plan and the work plans the Police and Crime Plan is constantly under review to ensure that the items contained within it are deliverable. Through engagement with the public at several events the Commissioner is able to ensure that there is added value in the work that is being undertaken.

**17b) Scrutinise, support and challenge the overall performance of the force including against the priorities agreed within the Plan**

Action Required	RAG	Quarter 3 Progress Update
There are formal governance arrangements in place to support effective scrutiny		Clear governance arrangements are in place with escalation routes available to support the PCC in discharging his statutory responsibilities. These were reviewed as part of the annual review of the Corporate Governance Framework to ensure they support the PCC and appropriately take cognisance of the governance arrangements being put in place by the new Chief Constable. Mapping exercise has been undertaken to ensure OPCC attendance at appropriate Force governance meetings to support PCC scrutiny responsibilities.
Development and annual review of Corporate Governance Framework		The Corporate Governance Framework has been subject to a light touch review this year but still included some important amendments that were discussed and agreed by both Joint Audit Committee and Policing Board.  The next review of the Framework will be undertaken following the next Police and Crime Commissioner elections in 2024.

<p>Establish a risk-based, forward looking schedule of activity to support improvements in Force performance</p>		<p>The OPCC aim to draft the panels recommendations and observations within 10 working days from the meeting. The reports are then circulated with those in attendance for comments before it is sent to the Force for their observations.</p> <p>The OPCC liaise with the relevant department within the Fore to obtain response to the recommendations and observations raised by the scrutiny panels. Once approved the finalised report is published onto the OPCC website.</p> <p>1 recommendation was made by the Out of Court Disposals (OOCd) panel for officers to be reminded of their Youth Offending Team contacts. 9 recommendations were made by the Quality Assurance Panel (QAP) including the application of handcuffs, the use of tasers, officer safety training and use of force on minors.</p> <p>QAP members noted the 30 second delay with the audio buffering with the body worn videos. This has since been addressed with the Force and ratified.</p>
<p>Ensure the public's views are represented in the PCC's scrutiny work</p>		<p>Scrutiny continued through OOCd and QAP.</p> <p>OOCd reviewed cases of hate crime, women and disproportionality, 17 cases were looked at, 8 Adult and 9 Youth, no recommendations were made to the Force . There have been three QAP meetings during this period where they have looked at Use of Force and the Force Command Centre Digital Desk. The Panel have also undertaken scrutiny of Domestic Abuse Attrition cases to consider why Domestic Abuse victims were abandoning investigations pre, during and post investigations.</p> <p>The OPCC conducted a complaint dip sample on hate crime, complaint handled outside of schedule 3 of the Police Reform Act 2002, cases recorded as other action and complaints investigated under schedule 3 of the Police Reform Act 2002.</p> <p>The OPCC continue with their recruitment drive for their volunteer schemes. Advertising has been published on social media and the Quality of Service Caseworkers have been attending local community groups across Dyfed Powys. A meeting was also held with the Independent Advisory Group (IAG) to discuss reasonable adjustments for people with disabilities, learning difficulties or any individual who requires support.</p>

Oversight and implementation of external inspectorates recommendations		<p>3/3 responses were published in the statutory timescale.</p> <p>1.) Homicide Prevention: An Inspection of the Police contribution to the prevention of homicide. Published 11/08/23. PCC response due 06/10/23, submitted 02/10/23.</p> <p>2.) Race and Policing: An inspection of race disparity in police criminal justice decision-making. Published 25/08/23. PCC response due 20/10/23, published 19/10/23.</p> <p>3.) Race and policing - A review of the police service's leadership and governance arrangements for race-related matters. Published 25/08/23. PCC response due 20/10/23, published 19/10/23.</p>
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### 17c) Hold the Chief Constable to account for the performance of the Force's officers and staff

Action Required	RAG	Quarter 3 Progress Update
Development of a performance framework and structure that allows a greater understanding of the Police and Crime Plan outcomes		<p>The new OPCC Business plan was agreed by the Office and signed off formally by the Police and Crime Panel on 14th July. The Business Plan and the Policing Protocol Order 2011 reports will be used to monitor performance against the implementation of the Police and Crime Plan.</p> <p>Work on the 2024/2025 Business Plan will be completed in time for the new financial year and will be cognisant of the requirement to commence the work on a new Police and Crime Plan.</p>
There are formal governance arrangements in place to hold the Chief Constable to account for the performance of officers and staff		<p>Clear governance arrangements are in place with escalation routes available to support the PCC in discharging his statutory responsibilities. These were reviewed as part of the annual review of the Corporate Governance Framework to ensure they support the PCC and appropriately take cognisance of the governance arrangements being put in place by the new Chief Constable. Mapping exercise has been undertaken to ensure OPCC attendance at appropriate Force governance meetings to support PCC scrutiny responsibilities.</p>
Chief Constable's Professional Development Review		<p>The review of the Chief Constable's performance has been undertaken. Progress in relation to the Chief Constable's priorities for 2023/24 are monitored through regular meetings between the Commissioner and the Chief</p>



Constable as well as through formal scrutiny arrangements.

### **17d) Decide the budget, allocating assets and funds to the Chief Constable; and set the precept for the Force area**

Action Required	RAG	Quarter 3 Progress Update
Inform PCC's decision in respect of the precept		Detailed work continued during 2022/2023 which was provided to the PCC to inform his deliberations in relation to the precept for 2023/2024. This included a numerous discussions with Chief Officers, a seminar with Police and Crime Panel and JAC Members and subsequent meetings with the Police and Crime Panel's Precept Sub Group. The precept proposal for 2023/2024 were scrutinised by the Police and Crime Panel on 27th January 2023, and was unanimously supported. Comprehensive work has continued during 2023/24 in relation to the 2024/25 budget and precept proposal and there have been further meetings with the Police & Crime Panel Precept Sub Group, and a further seminar in November 2023. The precept proposal for 2024/25 will be considered by the Police and Crime Panel in January 2024.
Setting of Medium term financial plan		Following extensive scrutiny by both the Police and Crime Panel and Joint Audit Committee, the MTFP for 2023/24 - 2027/28 has now been published. Comprehensive work has been progressing in relation to the budget and precept for 2024/25 and MTFP.
Funding of capital programme to provide force with appropriate assets to deliver effective policing services		Detailed work continues to further develop the longer term (10 year) capital programme which forms part of the approved MTFP and Capital Strategy which are considered by the Police & Crime Panel. All schemes within the programme continue to be reviewed to inform the MTFP for 2024/2025 and beyond. The Commissioner also held scrutiny and challenge sessions to review the Estates, IT & Fleet capital programme and associated strategies. The MTFP is also considered by the Joint Audit Committee in conjunction with the Reserves Strategy, Capital Strategy and Treasury Management Strategy

### **17e) Appoint the Chief Constable**

Action Required	RAG	Quarter 3 Progress Update
Appointment of Chief Constable		The Chief Constable was appointed in December 2021.

**17f) Remove the Chief Constable**

Action Required	RAG	Quarter 3 Progress Update
Follow process set out in Part 2 of Schedule 8 to the 2011 Act and regulations made under Section 50 of the Police Act 1996(a)	N/A	N/A

**17g) Maintain an efficient and effective police force for the police area**

Action Required	RAG	Quarter 3 Progress Update
Ensure the delivery of Value for Money		Responsibilities and arrangements for striving for Value for Money are embedded throughout the Corporate Governance Framework with both Internal and External Audit seeking assurance that appropriate arrangements are in place to secure economy, efficiency and effectiveness in both the PCCs and CCs use of resources with the Finance and Strategy Board overseeing arrangements. The CFO participates in a number of force governance meetings which routinely consider aspects of VFM. The Efficiency and savings plan is considered as part of the MTFP and a focus has been brought to project proposals and business benefits realisation which will seek to assist in the continual drive for VFM. VFM is an intrinsic part to procurement activity at a local, regional and national level and continued engagement with BlueLight Commercial will assist in driving further VFM. The CC initiated a Force Review in June 2022, to review all aspects of service delivery seeking to make cost reductions/ efficiencies / productivity savings and organisational change to help mitigate the impacts of the cost of living crisis. The budget for 2023/24 included a cost reduction/ savings plan of £6.2m which is forecasted to be achieved. This work continues in earnest as work continues on budget setting for 2024/25 and the next MTFP and the Force Review will formally enter a second phase.
Statutory compliance of estates ensuring fit for purpose for operational use		The Sustainability Group continues to operate under the chair of Director of Finance, this continues to provide strategic alignment with Welsh Forces and clear direction by each function with tactical improvement plans in place by each key function. Carbon/Greenhouse Gas Reporting is a key area of focus, with DPP representatives attending a national working group to identify best practice and commonality and local measurement detail by Scope level being assessed in

		<p>detail. Significant focus required on Tier 3 supply chain and indirect areas of spend, this will provide a greater level of visibility and awareness of such a broad topic area and high Carbon volume.</p> <p>Utility consumption trends and improvements continue to be tracked at a building utility level, clear reduction across the estate is evident this year aligned with the last 4 years of data. Continued focus on driving initiatives as detail below have all contributed to this positive picture.</p> <p>The Sub Divisional Photovoltaic project has obtained approval to proceed in this period, and will be delivered in Q1 2024, LED lighting Sub Divisional scheme has been presented with only Haverfordwest being approved to be delivered in Q1 2024, others due to payback will be scheduled over the coming years. The loft Insulation fabric improvements project has been completed across the identified sites.</p> <p>Surveys have commenced by building to provide an evidence based further fabric first and technology based improvements across our estate in FY 24/25, the output planned for Q1 2024 will provide decarbonisation plan by site providing a strategic investment and carbon reduction plan for governance scrutiny and awareness. The project to provide a significant Photovoltaic solar farm at HQ is progressing well with the initial Feasibility being approved to progress to the next stage, a pre planning application has been supported by the local authority and Ecology surveys are progressing and the District Network Operator is being consulted with, the scheme plans to create a significant volume of the HQ requirement ensuring greater energy resiliency against outages and energy price fluctuations. The scheme is budgeted to be delivered in the FY24/25 year.</p> <p>The Waste management contract has provided immediate improvements in the management of waste with zero waste to landfill, confidential, sharps, feminine hygiene, dry mixed recycling aligned with further segregated office and food waste provide an auditable volume of waste by stream for recycling or when required waste to energy. The team are currently preparing for removing all desk based bins and the Welsh Government segregation requirement by March 2024. Single use plastics within the catering function has been omitted some time ago therefore providing assurance of compliance.</p> <p>All Wales Sustainability and Decarbonisation meeting continue to be supported by DPP with Electric Vehicle charging project infrastructure being progressed and opportunities for collaboration on resources and approach being reviewed on a case by case basis.</p>
<p>Explore opportunities to reduce environmental impact</p>		<p>The HSE team continue to carry out structured monthly assessments of statutory compliance ensuring that high compliance standards result. This is an independent mechanism to the reporting of compliance to the governance OEG/SEG and Health and Safety Board</p>

		<p>meetings. Changes in the Estates Department through bringing all mechanical and maintenance under direct management since June 2023, has had recruitment challenges during the Force review period, but a Contract Services Coordinator role is now in post and Helpdesk support role person appointed with a start date in February 24. These resources will complete the structure to provide a robust in house team, to plan monitor and deliver the Statutory, Planned, and Reactive works moving forwards. The current performance is at 90% at end of January 2024, with all outstanding items escalated/scheduled for swift completion. Central collation of all planned works for statutory reporting continues to be monitored closely, ensuring that compliance standards are maintained at a high level. This is a drop of 6% since the last period, but the festive period scheduling on a key service contract, aligned with the volume of work required is the root cause. This has been focussed on and a structured plan to remediate within two weeks is in place.</p>
<p>Explore and maximise external funding opportunities</p>		<p>Home Office Safer Streets 5 grant contract was issued and accepted in October 2023.</p> <p>Project boards have been initiated and meet monthly. 2023/24 activity is making good progress with positive updates being presented in the board meetings.</p> <p>Unfortunately, during December 2023, the Home Office announced a 30% reduction for the 24/25 allocation of funding. We are currently working with delivery partners to establish if the projects are deliverable with reduced funding. We are also negotiating with the Home Office to reduce the funding cuts as much as possible.</p> <p>Serious Violence Duty Funding is progressing well. The Strategic Needs Assessment was shared with partners in October 2023 and a Workshop facilitated by Crest Advisory Service was scheduled for December for the partnership board to develop the strategy and begin mapping out intervention for the end of 23/24 and 24/25. Unfortunately, due to illness, the workshop was rearranged for early January – a further update will be provided in the next quarter.</p> <p>We have been successful in receiving grant funding from the Welsh Government to support the VAWDASV national strategy. The funding will support the refurbishment of one Police Station rooms in each Local Policing Area to be more welcoming and homely to female victims/ witness of crime. The funds will also support the purchase of target</p>

		<p>hardening equipment. This project is ongoing and expected to be completed by the end of the financial year.</p> <p>The funding bid submitted for Drugs Strategy – Out of Court Disposal was accepted by the Home Office. This was a 2-year agreement with up to £500k funding awarded in 23/24 and 24/25. However, within 4 weeks of grant contract offer, we received notification that the funding allocation for 24/25 has been cut completely. As the grant was offered late November 2023, it was originally envisioned that the 23/24 grant would focus on preparatory activity to deliver interventions in 24/25.</p> <p>As a result of the funding cuts, work is underway to establish if any activity can be delivered in this financial year.</p>
<p>Explore and maximise sponsorship initiative opportunities</p>		<p>Engagement work is underway with SCFC Kicks project regarding future, alternative funding opportunities. A funding directory has been shared with the project leads and an offer to collaborate with them on future funding opportunities that are presented to PCC's where conditions and fund eligibility criteria apply.</p> <p>Funding opportunities shared with partners during this quarter include Powys Small Grant – Sustainable Food partnership.</p> <p>OPCC continue to act as a member of the Shared Prosperity Fund Board for Ceredigion and Carmarthenshire Councils and contribute to discussions around community funding to improve the region.</p>
<p>Implement and maintain a risk register to identify and mitigate risks to the OPCC and force</p>		<p>Risks continue to be reported to the Joint Audit Committee on a quarterly basis and considered by the Senior Management Team on a fortnightly basis.</p> <p>The risk reporting template has been reviewed and revised but following consideration at a Joint Audit Committee some additional work is required to ensure sufficient information is provided in a timely manner.</p>
<p>Utilise training and development plans for all OPCC staff</p>		<p>Staff continue to utilise appropriate and relevant training opportunities that have been identified via training plans and forms part of a fully costed training plan.</p>

### 17h) Enter into collaboration agreements with other PCCs, other policing bodies and partners

Action Required	RAG	Quarter 3 Progress Update
Explore collaboration opportunities in accordance with the Policing Vision for Wales		<p>Collaboration opportunities are at the forefront of office thinking and wherever appropriate the PCC will engage with the activities. As part of the Policing in Wales group several projects that were part of the All Wales Policing and Academic Collaboration that has seen Universities from across Wales working on different projects. The outcomes from three have been received and have been considered by Policing in Wales and show encouraging signs of tangible work that has been undertaken and used to shape Policing in the future.</p> <p>Further work has been undertaken during the Quarter and interim reports are expected from the projects in Quarter 4</p>
Explore collaboration opportunities with other partners		<p>Collaboration is ongoing with the following business streams within force:</p> <ul style="list-style-type: none"> <li>SVOC Teams</li> <li>Central Prevention Hub</li> <li>Welsh Language Unit</li> </ul> <p>External Funding Board has been re-established with force Chief Officer Group to inform and develop project funding proposals and maximise external funding opportunities.</p> <p>Terms of Reference, attendees and meeting expectations agreed.</p> <p>Collaboration with CSP board as and when required. Funding opportunities are shared and updates provided on existing projects as appropriate (i.e. Safer Streets 5 and SV Duty)</p>
There are formal governance arrangements in place to scrutinise collaboration agreements		<p>Collaboration is also scrutinised from a Dyfed Powys perspective through Policing Board and at an All Wales level through Policing in Wales. The CEO has commenced discussions with the newly appointed ACC for Regional Collaboration in relation to how governance arrangements may be further strengthened.</p>

**17i) Provide a local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action**

Action Required	RAG	Quarter 3 Progress Update
Working with the Force to develop and implement our joint Strategic Equality Plan; meeting the objectives within		<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 following new Objectives, that 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> <p>Objective 1: Increase workforce and volunteer groups diversity to be fully representative of the communities that we serve. Focusing on recruitment, retention and progression.</p> <p>Objective 2: Addressing and eliminate racial disparities within DPP and OPCC by implementing policies and practices that promote racial equality.</p> <p>Objective 3: Strengthen our relationships with our communities through proactive community policing and engagement activities.</p> <p>Objective 4: Promote a culture that is inclusive and supportive including those with protected characteristics or which stands up to racist, misogynistic or homophobic behaviour.</p> <p>During Q3, we held an Away day for all OPCC staff focusing on Equality and Diversity, and Anti Racism in particular. We have identified several SMART Objectives for the Office to take forward, all of which will fit into the work of progressing with the new SEP.</p>
Development and implementation of OPCC Engagement and Communication Strategy and action plan, and Social Media Policy and Strategy incorporating providing opportunities for local communities to inform and influence decision making and		<p>Youth Engagement Forum</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> <p>Victim Engagement Forum</p>

proactively promoting the work of the PCC and CC

During Q3, members of the Victim Engagement Forum were invited to be interviewed by HMICFRS inspectors as part of their activism and impartiality in policing inspection. One forum member chose to be interviewed.

Members were also asked to share their views and experiences with Dyfed-Powys Police for the force's winter campaign, which focused on alcohol-related violence and domestic abuse. Six VEF members To help shape their campaign the Force wanted to find out how domestic abuse or alcohol-related violence has affected victims.

#### Community Engagement Days

In October, Community Engagement Days for the PCC were organised in North Powys and Ceredigion. Whilst in Ceredigion, the PCC met with representatives from Aberaeron Town Council to discuss local concerns regarding ASB issues, as well as the new CCTV cameras for the town that is planned for installation in 2024. The PCC also met with representatives from Aberaeron High School's Student Council to discuss matters in relation to strip searches and stop and search. The PCC also went out on foot patrol with PCSOs to meet and engage with locals in the town.

During the Community Engagement Day in Powys, the PCC joined Newtown Neighbourhood Policing Team on foot patrol where they visit some hotspots in the area. The PCC also met a local councillor to visit some of the local charities and community groups in the area, including the Community Kitchen, and Credu. The PCC also met with representatives from Welshpool Town Council to address some of the local concerns the Council have raised over recent months in relation to crime and anti-social behaviour. As it was Hate Crime Awareness Week, the PCC also attended a Hate Crime Awareness Week workshop with young people from the Premier League Kicks programme that the PCC has funded in Newtown.

In November, Community Engagement Days were arranged for the PCC in Pembrokeshire and South Powys. During the day, the PCC visited Milford Haven's new Police Station at Cedar Court before going out on foot patrols around Milford Haven with PCSOs from the local Neighbourhood Team, and in Haverfordwest later on in the day.

With it being Road Safety Week week, as part of the Community Engagement Day in Pembrokeshire the PCC



met with Officers from the Roads Policing Unit in Pembrokeshire for a briefing on some of the activity the Unit were currently involved in.

Whilst on the South Powys Community Engagement Day, the PCC travelled to Brecon. During the day the PCC met with the Brecon Town Mayor and town Councillors who had the opportunity to raise local issues and concerns with the Commissioner.

The PCC also met with Kaleidoscope – who are one of the PCCs commissioned services, that provide support services for people with alcohol and drug use. They have treatment centres in Welshpool, Brecon, Newtown and Llandrindod Wells. The PCC also went out on foot patrol with PCSOs from the local Neighbourhood Policing Team, before meeting up with colleagues from Powys People First who help organise self-advocacy groups for people with a learning disability across Powys.

In December, a Community Engagement Day was held for the PCC in Aberystwyth, where he visited West Wales Domestic Abuse Services, who have recently received funding from the Office to strengthen their vital services in Ceredigion that contribute to the safety and well-being of vulnerable community members. The PCC had a meeting with representatives from Dyfed Alcohol and Drug Services, to have discussion around the importance of collaborative efforts in addressing substance abuse issues within our communities.

The PCC also attended an Open Day at Ceredigion Young People Sanctuary, a facility that provides open access mental health and crisis services for young people, before meeting with Aberystwyth Town Councillors to provide an update to the councillors on current developments for installing additional CCTV in the town. The community engagement day concluded with a visit to the PL Kicks sessions taking place at Aberystwyth Town Football Club. Their session coincided with the 10th anniversary of the Rainbow Laces Campaign and featured a workshop for the young people by Football Vs Homophobia, which emphasised the initiative's dedication to inclusivity and diversity within the community.

Headquarters Open Doors Events

In November, County Councillors, Town and Community Councillors as well as Members of Parliament and Members of Senedd were invited by the PCC, to visit Police Headquarters at Llangunnor, Carmarthen to go behind closed doors to learn more about the work of some key specialist units at Dyfed-Powys Police.

A total of four sessions were hosted by the Police and Crime Commissioner over two consecutive days. The events included a range of inputs from specialist units and departments on key areas of policing such as Serious Violence and Organised Crime, Special Operations, and the Vulnerability Hub. The events aimed to provide community representatives with a comprehensive understanding of the vast work being undertaken by the Force to ensure that Dyfed-Powys communities remain safe from harm.

Attendees were also given a drone flight demonstration, and a tour of the Force Control Centre where they got an overview of how 101, 999 calls and the digital desk are being operated, and how the CCTV infrastructure is being implemented to support Officers on the ground.

#### Webinar on Hate Crime

To mark Hate Crime Awareness Week, on 18 October, the PCC hosted a webinar on Online Hate Crime, which delved into the complex challenges that police forces in England and Wales encounter when investigating online hate crime reports.

The panel of expert speakers at the webinar, included representatives from Dyfed-Powys Police, the Wales Hate Support Centre at Victim Support who provide support for victims of Hate Crime across Wales, local Community Cohesion Officers, and the National School Liaison Project Lead, who all provided valuable insights and solutions to address the growing concerns around Hate Crime.

#### Engagement with Underrepresented Groups

During November and December, staff in the team begun work on arranging face to face engagement sessions with underrepresented groups from across the Force the area.

There was a total of 64 participants across six engagement visits conducted by OPCC Staff, across all four local authorities within the Force area.

		<p>Through these engagement sessions, OPCC staff worked with a diverse range of community groups to ensure that there was equitable opportunity to represent and reflect the voices of communities served by the OPCC and Dyfed-Powys Police. The OPCC sought to evaluate these communities' engagement with Dyfed-Powys Police, establishing if they felt safe in their communities, what their contact with the police looked like, whether they had specifically been victims of crime, their interpretation of and willingness to report crime, and what they would like to see Dyfed-Powys Police prioritise.</p> <p>A report will be prepared for the PCC in Q4 summarising key findings from the engagement sessions, and will include specific recommendations for both the OPCC and Force to consider.</p>
<p>Respond to community concerns in a timely manner</p>		<p>There are 4 Miconduct hearings scheduled to take place, not date has been set but an LQC has been appointed.</p> <p>There has been an increase in organisation dissatisfaction however having considered the correspondence recorded, this could have been saved under different categories. No cause for concern.</p> <p>There has also been an increase in the community concerns recorded as concern for safety. Having considered the correspondence this is where within the correspondence the individual has used language that would indicate that there is a phrase or reference to something that can be interpreted as a concern for their safety. The OPCC have forwarded the correspondence on to the Force Communication Centre for a THRIVES assessment to be completed.</p>
<p>Engage residents in contributing to assurance and scrutiny activity</p>		<p>2 QAP members are subject to vetting. 1 Independent Custody Visitor (ICV) subject to induction training. The Animal Welfare Scheme (AWS) remains unchanged.</p> <p>OPCC are undertaking a recruitment drive for all volunteer schemes. The Scheme managers are working along side the OPCC engagement team.</p> <p>A total of 29 visits were carried out during this period. Most frequent concerns raised by the ICV's included health care provisions in custody, staffing issues, and delays into custody. The OPCC are in regular contact with the Temp Chief Inspector Jenna Jones and request and share regular updates with the ICV's.</p>

		<p>The OPCC in partnership with the Force are implementing a new Custody Scrutiny Panel made up of the three volunteer schemes within the OPCC. Focus of the panel will be to scrutinise the custody records on specific topics such as juveniles in custody, anti-rip suit and females in custody. Training will be provided to all interested volunteers ahead of the panel meetings.</p>
<p>Provide effective and accessible services for victims and vulnerable people</p>		<p>MOJ reporting submitted end of October. All service providers submitted required data demonstrating positive outcomes. Ongoing delays and partial completion of data from Goleudy, this is on the risk register and has been raised continually with the Chief Constable.</p> <p>We are aware of complaints received by the Force in relation to Goleudy service, this was due to data breaches resulting from incorrect information on the Niche system. However, no complaints have been received by the PCC. Complaints process forms part of annual audit cycle for commissioned services.</p> <p>Core questions regarding how services will be made accessible from a number of perspectives including geographical, physical, language, diversity, equality and ability are contained within the procurement template and form part of the scored submission. We also ensure that these questions are incorporated into tender processes run by partners where we are a joint investor. Having reviewed the APCC equality framework, we have implemented a requirement for all providers to undertake and present back equality monitoring assessments; this will be in addition to the data required by MOJ. This is due to be reported in Q4.</p> <p>MOJ quantitative framework still awaited. Reporting requirements referenced in Victims Bill with discussions ongoing regarding funding required for additional PCC resources to analyse and report compliance against VCOP. Additional dip sampling process model was introduced but has been halted at an All Wales level whilst under review.</p>

**17j) Hold Chief Constable to account for the exercise of the functions of the office of Chief Constable and those under his direction and control**

Action Required	RAG	Quarter 3 Progress Update
As detailed in 17c	N/A	N/A

**17k) Publish information specified by the Secretary of State and information that the PCC considers necessary to enable the people who live in the force area to assess the performance of the PCC and CC**

Action Required	RAG	Quarter 3 Progress Update
Publish information in accordance with the Elected Local Bodies Order	Green	All required information is published on the website and monitored on a regular basis to ensure compliance with the Specified Information Order. Work continues to develop a new website and information is currently being transferred across. Ongoing review mechanisms are to be utilised until the new website is complete to ensure continued compliance with the Elected Local Bodies Order.
Publish information in an accessible and easy to reach format	Yellow	The Transparency Quality Mark obtained in previous years evidences the quality of the information available on the website and the ease of accessibility to everyone.  The regular monitor of the website ensures that it remains accessible to all. This will continue in the future.
Publish information in accordance with the Welsh Language Standards	Green	All published information is routinely translated as business as usual prior to anything being published, ensuring that at all times both English and Welsh are treated the same.  The Welsh Language Annual Report has been agreed and published on the Website and work has commenced on an OPCC Welsh Language Strategy and this is due to be completed by 1st March 2024.
Proactively promote and raise awareness of Commissioned Services	Yellow	Current website information checked and up to date. Link to the website is included within Victim Information Packs. Individual service performance and overview documents updated for 22/23 output and now available bilingually on website. There continues to be a need to highlight awareness of commissioned services amongst public and officers.  PCC Engagement team are linked in to the press teams within all commissioned services and work jointly to share social media and press articles. Regular social media articles shared regarding commissioned service activity and included in newsletters.

		<p>Commissioning and Engagement teams continue to provide evidence and best practice examples of work within Dyfed Powys to national calls for evidence by APCC and national bodies. A number of our funded projects and commissioned services won awards at the inaugural Safer Communities Awards which enabled some high profile press activity. The IOM Housing project was also showcased at the national IOM conference in Cardiff.</p> <p>All contracts contain standard requirement for promotion of services. Service implementation meetings include a focus on communications plans during implementation and at commencement of service. Commissioned services are required to acknowledge PCC /MOJ funding source in all publicity and materials. Following the APCC equality framework, we have asked providers to undertake equality assessments and provide evidence of awareness raising activity amongst all communities.</p>
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**17I) Comply with all reasonable formal requests from the Panel to attend their meetings**

Action Required	RAG	Quarter 3 Progress Update
Quarterly attendance at Police and Crime Panel meetings		The Police and Crime Commissioner and relevant officers attend all Police and Crime Panel meetings as required. Regular discussions are maintained between the Chief Executive and Panel's key officer to ensure members receive relevant and timely information.
Provision of documentation to Police and Crime Panel as per their requests		The Police and Crime Commissioner and relevant officers attend all Police and Crime Panel meetings as required. Regular discussions are maintained between the Chief Executive and Panel's key officer to ensure members receive relevant and timely information. A draft MOU has been prepared to further facilitate communications.
Regular liaison between OPCC and PCP in support of discharging statutory duties		The Police and Crime Commissioner and relevant officers attend all Police and Crime Panel meetings as required. Regular discussions are maintained between the Chief Executive and Panel's key officer to ensure members receive relevant and timely information. A draft MOU has been prepared to further facilitate communications.

**17m) Prepare and issue an annual report**

Action Required	RAG	Quarter 3 Progress Update
Prepare and issue an annual report to the Panel on the PCC's delivery against the objectives set within the Plan		The PCC's Annual report has been published which evidenced the work undertaken by the Commissioner, his team and partners during 2022/2023 financial year in delivering against the priorities set out within the 2021/2025 Police and Crime Plan

**17n) Monitor all complaints made against officers and staff, whilst having responsibility for complaints against the CC**

Action Required	RAG	Quarter 3 Progress Update
Handling of complaints against the Chief Constable		During this period no Chief Constable complaints have been received.
Ensure systems and processes are in place in readiness for the PCC's increased roles in complaints as outlined in Police and Crime Act 2017		There has been an increase in complaint reviews during this period.  1 review was upheld during this period which was as a result of the outcome letter not providing sufficient information for the complainant to understand the outcome reached. There were also some oversight issues raised with PSD in relation to timeliness and providing meaningful updates.

**18) PCC must not fetter the operational independence of the police force**

Action Required	RAG	Quarter 3 Progress Update
Development and annual review of Corporate Governance Framework		The Corporate Governance Framework has been subject to a light touch review this year but still included some important amendments that were discussed and agreed by both Joint Audit Committee and Policing Board.  The next review of the Framework will be undertaken following the next Police and Crime Commissioner elections in 2024.

**19) Access to information, officers and staff**

Action Required	RAG	Quarter 3 Progress Update
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<p>Handling of information in accordance with Data Protection legislation</p>		<p>As a corporation sole the OPCC are subject to and responsible for Freedom of Information Requests</p> <p>There were 4 FOI requests received for the last Quarter and the OPCC held the information. Three requests were answered in time and one is on hold pending additional information from the requestor to ensure the correct information is provided.</p> <p>The themes for the requests were Knife Crime Information Management, Child Independent Domestic Violence Advisors and Translation/Interpreters/Language Services costs.</p> <p>There were no subject access requests for the period.</p>
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**20a) Delivery of community safety and crime reduction**

Action Required	RAG	Quarter 3 Progress Update
<p>Development and implementation of a Governance Framework for Commissioning and Partnerships</p>		<p>Commissioning strategy in place for Term 3 which replaces previous documents. Available on PCC website.</p> <p>Latest Board meeting received presentation from the new providers of the IDVA contract. Members were reassured by the service being provided to high risk victims. Extraordinary meeting to hear views of victim engagement forum members scheduled for March 2024. OPCC team have contacted various national representatives to seek attendance at the Board, including Domestic Abuse Commissioner, Older People's Commissioner and Criminal Justice national colleagues.</p> <p>Contracts register in place and reviewed for Term 3, alongside evaluation and audit plan for future of all commissioned services. Regular meetings between Director of Commissioning &amp; Partnerships and Head of Procurement. Meeting scheduled for January 2024 to review preparation for key decisions required in Term 4.</p> <p>All partnership contacts, including CSP managers, involved in consultation phase and contributed to metrics for performance framework. Head of Policy and Strategy has provided input to all PSB WellBeing plans.</p> <p>Tender evaluation process for new services and scoring for grant bids includes requirement to link to PCP priorities. Head of Assurance is due to commence work to review</p>



	<p>service provision compared to demand on Force, Police and Crime Plan priorities and unit costings.</p> <p>LCJB members undertook a bespoke consultation as part of PCP development. LCJB priorities and delivery plan aligned to Criminal Justice in Wales priorities. Agenda and structure has been revised to provide more focus on the local delivery and performance. 2023/24 delivery plan signed off, reflecting local priorities such as Community Payback alongside national work on RASSO and VCOP etc.</p>
<p>Commissioning of services in support of community safety and crime reduction</p>	<p>MOJ victims grant is match funded by PCC core funding. Total grant for 23/24 is £1,432,033 of a total £2.36m commissioning budget. Therefore the PCC provides approximately 39% of funding for services. This is noted in MOJ returns where match funding is reported to Ministers. Within the MOJ grant award is a total of £803,326 for 23/24 for provision of VAWDASV services. At present, grant awards are secured until end of March 25. OPCCs are making continual representation to the MOJ to encourage early indication of future allocations to avoid disruption to contracts and frontline service provision.</p> <p>Quarterly meetings are diarised between YOPS managers, CSP managers and OPCC representatives. Some recent examples of topics discussed include first time entrants, funding challenges and consistency of approach between adults and young people. Work continues with CSP and YOPS partners to deliver Serious Violence duty, in particular developing interventions under the delivery plan.</p> <p>MOJ grant T&amp;Cs are met with compliance recorded and endorsed by CFO for grant returns. Grant agreements and contracts with providers ensure that appropriate T&amp;Cs are met. Audit schedule includes checks on compliance.</p> <p>Contract no longer required since reunification of Probation services as provision of RJ is statutory function for HMPPS. Therefore RJ facilitation for victims will continue - HMPPS work with Goleudy to identify and refer victims appropriately. Meeting held with HMPPS RJ team in December - referral numbers are very low. They advise that DPP training requires refreshing and referral routes need to be highlighted. This will be a focus for Term 4 and also with the implementation of the new victim referral service contract once go live dates are confirmed.</p> <p>All partnership contacts, including CSP managers, involved in consultation phase and contributed to metrics for</p>

performance framework. Head of Policy and Strategy has provided input to all PSB WellBeing plans.

## 20b) Community Safety Partnerships

Action Required	RAG	Quarter 3 Progress Update
N/A in Wales	N/A	N/A

## 20c) Crime and disorder reduction grants

Action Required	RAG	Quarter 3 Progress Update
Development and implementation of a framework for the provision of crime and disorder grants		The process changes made in Quarter 2 continue to be embedded with good progress being made. Due to other priorities, business improvement activity has paused in Quarter 3 but is expected to be a focus in Quarter 4.
Provision of crime and disorder reduction grants within 2023/2024		Since October 2023, 3 new funding applications have been approved with a requested value of £46,792.00  17 projects are under review and 13 have been paused. Applicants have either been advised to revise their applications to meet the priorities of the Police & Crime Plan and/or reconsider the timeframes of the funding request.  Most applicants have requested funding for 12 months+, due to the upcoming PCC Elections, it has been recommended that they pause their requests until early 2024.
Evaluation of crime and disorder reduction grants to determine social return on investment		Revised application form provides clarity on value for money and sustainability, ensuring detailed responses are provided for both.  This also features in the revised scoring process to ensure circular economy principles are considered and

		<p>Noted within the application and scored appropriately.</p> <p>The amended Grant Agreement allows for tailored approaches to monitoring requirements that meet the expected outcomes of the project and alignment with Police &amp; Crime Plan priorities.</p> <p>Funding recipients are expected to outline how their project is achieving its proposed outcomes and providing positive crime reduction benefits to its communities.</p> <p>Timescales: Ongoing</p>
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**20d) Collaboration agreements**

Action Required	RAG	Quarter 3 Progress Update
As detailed in 17h	N/A	N/A

**20e) Wider responsibility for the enhancement of the delivery of criminal justice in their area**

Action Required	RAG	Quarter 3 Progress Update
Monitor the performance of all commissioned services, ensuring they are fit for purpose and provide value for money		<p>Q2 review meetings all held. Meeting structure, minutes and actions audited as part of annual audit checklist. Procurement have provided new contract management template, being tested on new IDVA service within OPCC. Only concerns raised regarding performance are with the Goleudy service, which is well documented and included on the risk register.</p> <p>Annual audit includes review of timeliness and positive progress against KPIs. Goleudy performance concerns ongoing due to lack of performance reporting information to evidence whether the actions have remedied the issues. The Force still cannot produce this data and therefore this remains on the risk register.</p> <p>PCC continues to visit appropriate services as part of Community Engagement Days. Commissioning team feed into schedule for PCC visits to services and funding recipients in line with community engagement activity.</p>

		<p>Recent visits include SARC services, remote evidence sites and substance misuse services.</p> <p>Latest Board meeting received presentation from the new providers of the IDVA contract. Members were reassured by the service being provided to high risk victims.</p> <p>Extraordinary meeting to hear views of victim engagement forum members scheduled for March 2024. OPCC team have contacted various national representatives to seek attendance at the Board, including Domestic Abuse Commissioner, Older People's Commissioner and Criminal Justice national colleagues.</p>
<p>PCC's contribution to the All Wales Criminal Justice agenda</p>		<p>DP LCJB work closely with CJiW coordinator to ensure alignment of priorities and reporting into All Wales arrangements. Policy lead for CJ meets regularly with CJ leads for other Welsh OPCCs. Reporting structure agreed and meeting dates aligned to ensure DP highlight positive progress on national and local activity as well as escalate areas of concern/risk where required. Dyfed Powys provide best practice in linking in the work of the CSPs and Area Planning Boards to our Early Intervention and Prevention priority. This will also integrate with the Serious Violence Duty needs assessment and strategy.</p> <p>LCJB meeting held November 2023 focussing on Early Intervention and Prevention priority, which demonstrated the cross partnership work of the Board. Some funding requests pending for business cases to be provided for Term 4 funding.</p>
<p>PCC's national portfolio responsibilities</p>		<ul style="list-style-type: none"> <li>• All Wales Criminal Justice Board</li> <li>• Single Unified Safeguarding Review Board with Welsh Government</li> <li>• Policing Board for Wales</li> <li>.National Police Air Service Board</li> <li>• Safer Communities Programme Board for Wales</li> <li>• National Rural Crime Network - on the Executive Board</li> <li>.VAWDASV National Partnership Board Co-Chair along side Minister for Social Justice Jane Hutt MS</li> </ul>



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## DYFED POWYS POLICE AND CRIME PANEL

16/02/2024

### OPCC BUSINESS PLAN – PROGRESS REPORT

**Purpose:**

To review the progress made against the business plan.

**Recommendations / key decisions required:**

To note the progress made and make such recommendations as are considered appropriate.

**Reasons:**

The Police Reform and Social Responsibility Act 2011 places a statutory duty upon the Panel to carry out this function.

Cabinet Decision Required                      Not applicable

Council Decision Required                      Not applicable

Cabinet Member Portfolio Holder:-                      Not applicable

Report Author:

Robert Edgecombe

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**EXECUTIVE SUMMARY  
DYFED-POWYS POLICE AND CRIME PANEL  
16/02/2024**

**OPCC BUSINESS PLAN – PROGRESS REPORT**

The Office of the Police and Crime Commissioner (OPCC) has developed a business plan aimed at assisting with the actions contained in the Police and Crime Plan.

The attached report outlines the progress that has been made in delivering the requirements of the business plan in alignment with the priorities in the Police and Crime Plan itself.

**DETAILED REPORT ATTACHED?**

**YES**

**Section 100D Local Government Act, 1972 – Access to Information  
List of Background Papers used in the preparation of this report:**

<b>Title of Document</b>	<b>File Ref No.</b>	<b>Locations that the papers are available for public inspection</b>
Host Authority Files	PACP-082	County Hall Carmarthen





**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>

<p>the timeliness, professionalism and handling of both 999 and 101 calls to the force communication centre.</p>		
<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

### 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.

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## DYFED POWYS POLICE AND CRIME PANEL

16/02/2024

### DECISIONS MADE BY THE POLICE AND CRIME COMMISSIONER

**Purpose:**

To review the decisions made by the Police and Crime Commissioner.

**Recommendations / key decisions required:**

To review the decisions made and make such recommendations as are considered appropriate.

**Reasons:**

The Police Reform and Social Responsibility Act 2011 places a statutory duty upon the Panel to carry out this function.

Cabinet Decision Required                      Not applicable

Council Decision Required                      Not applicable

Cabinet Member Portfolio Holder:-              Not applicable

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**EXECUTIVE SUMMARY  
DYFED-POWYS POLICE AND CRIME PANEL  
16/02/2024**

**DECISIONS MADE BY THE POLICE AND CRIME COMMISSIONER**

Section 28(6) of the Police Reform and Social Responsibility Act 2011 requires the Panel to

1. Review decisions made and actions taken by the Police and Crime Commissioner in connection with the discharge of his functions and
2. Make such reports and recommendations to the Commissioner in relation to those decisions and actions as the Panel considers appropriate.

The attached report sets out the Commissioner's decisions and actions since the last review was carried out.

**DETAILED REPORT ATTACHED?**

**YES**

**Section 100D Local Government Act, 1972 – Access to Information  
List of Background Papers used in the preparation of this report:**

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Host Authority Files	PACP-082	County Hall Carmarthen



**Decisions made by the Commissioner (including those made at Policing Board) from the 17<sup>th</sup> October 2023 to the 7<sup>th</sup> February 2024.**

Title & Summary	Date
<p><b>Sponsorship – Support for Race Council Cymru/Black History Wales</b></p> <p>The Police Forces and Police and Crime Commissioners in Wales have been asked to sponsor Race Council Cymru’s black history events running from 30 September 2023 until 30 September 2024.</p> <p>All Welsh Police and Crime Commissioners have collectively agreed to each provide sponsorship at the Platinum level - £3,500.00.</p> <p>The PCC confirmed this sponsorship to be paid from the Commissioners reserves budget,</p>	<p>3<sup>rd</sup> November 2023</p>
<p><b>Continuation of Funding for the Stalking &amp; Harassment Coordinator Post</b></p> <p>The PCC approved continuation of funding for the Domestic Abuse and Stalking Co-ordinator post that sits with Dyfed Powys Police. The role has proven significant to improve the identification and management of offenders and there is a significant risk involved in removing this post. The PCC agreed to provide 50% of the funding for the post for a period of 12 months.</p> <p>£20,000 funding was agreed to come from the Commissioners reserves budget.</p>	<p>14<sup>th</sup> November 2023</p>
<p><b>Estates Rationalisation</b></p> <p>The PCC considered a report on further rationalisation of Estates. The direction of travel was agreed but it was decided that any final decision would be made following the election in May to allow the new Commissioner to consider the options.</p>	<p>14<sup>th</sup> November 2023</p>
<p><b>Safer Dyfed Powys Diogel Trust Charity</b></p> <p>The PCC considered a report into the Charity, and it was agreed by the Trustees that the Charity be discontinued but the remaining funds are ringfenced for future use by the Force Cadets.</p>	<p>5<sup>th</sup> December 2023</p>

<p><b>Technical Support Unit Funding</b></p> <p>A funding request was received to support the purchase of equipment for use in the detection of illegal substances.</p> <p>The PCC approved a request for funding of £45,417 from the Forfeiture Reserve Fund to support this activity during 2023/24 only. Any future funding requirements should be considered by internal budgets as per routine replacement programmes.</p>	<p>11<sup>th</sup> December 2023</p>
<p><b>GoSafe Christmas Campaign Funding</b></p> <p>The PCC approved a contribution of £1,125 for the Wales Road Casualty Reduction Partnership's Christmas campaign to reduce drink and drug driving.</p> <p>GoSafe worked in partnership with Welsh Police Forces, policing partners, and Police and Crime Commissioners Offices to raise awareness to the dangers of drink and drug driving throughout December. The campaign was run through a mixture of bus advertisement, digital van advertisement, a featured online article, and social media messaging.</p> <p>The funding request met the Police and Crime Plan by preventing harm and promoting road safety to Dyfed-Powys communities.</p> <p>The funding was provided from the Commissioner's Driver Retraining Reserves.</p>	<p>11<sup>th</sup> December 2023</p>
<p><b>Operational Tinsel donation</b></p> <p>Lampeter Neighbourhood Policing team requested a small donation to support Operational Tinsel.</p> <p>Operation Tinsel is an initiative targeting community members who are experiencing loneliness. Police Officers and PCSO's will meet with communities at food banks and drop-in centres to offer advice and signpost support such as fraud advice, warm space locations and mental health services.</p> <p>The donation request related to the purchase and supply of refreshments (tea, coffee, biscuits) at these events to support vulnerable members of the community.</p>	<p>11<sup>th</sup> December 2023</p>

The initiative met the Commissioner's priorities by preventing harm, engaging widely and supporting communities.

The PCC agreed a donation of £250 to be paid from the Sale of Found Property Reserve.

### **Bluelight Commercial Funding**

The PCC and CC considered a report on the Annual Contribution to Bluelight Funding.

12<sup>th</sup>  
January  
2024

It was agreed that the funding request of £10,000 for 2024/2025 be accepted.

### **Bluelight Commercial – Police Digital Company**

At Policing Board, it was agreed to support the letter of intent in relation to novating contracts from Police Digital Service to Bluelight Commercial to align with the Home Office requirement that Bluelight Commercial assume responsibility for the commercial elements of ICT requirements for UK policing. The proposed novation will ensure that contracts are able to continue to deliver IT Goods and Services at scale, securing savings for Commissioners and deliver services for national programmes on behalf of policing. The letter of intent requested a guarantee and not a transfer of funds.

12<sup>th</sup>  
January  
2024

The PCC and CC agreed the content of the letter.

### **Variation to Offender Diversion Scheme Contract**

The PCC and CC considered a report in relation to varying the Offender Diversion Scheme contract in line with Home Office funding for Out of Court Resolutions.

12<sup>th</sup>  
January  
2024

It was confirmed that the Variation to Offender Diversion Scheme contract to Pobl be agreed until 31st March 2024 with the option to extend for a further period of up to 12 months on confirmation of funding from the Home Office.

<p><b>Photovoltaic Panel (PVP) Installations tender</b></p> <p>The PCC considered a report at Policing Board in relation to Photovoltaic Panel Installations tender at Aberystwyth, Ammanford, Cardigan, Haverfordwest and Newtown Police Stations.</p> <p>The approval of the tender would allow the PCC to further deliver on the sustainability aspect of the Police and Crime Plan 2021/2025.</p> <p>It was agreed that the tender that cost £373,411.42 be awarded and that savings of £81,000 per annum would be delivered.</p>	<p>12<sup>th</sup> January 2024</p>
<p><b>Llanelli Multicultural Network</b></p> <p>The PCC has recently commissioned the Centre of African Entrepreneurship with developing further support for underrepresented groups in Llanelli.</p> <p>The PCC approved a donation of £1,000 from the Sale of Found Property Reserve to Llanelli Multicultural Network as they are a key stakeholder for that work and ongoing multicultural endeavours in Llanelli.</p>	<p>31<sup>st</sup> January 2024</p>
<p><b>Poppit Sands Lifesaving Club</b></p> <p>The lifesaving club works with a number of young people and have recently been awarded Nipper Club of the Year by the Surf Lifesaving Association of Wales.</p> <p>The PCC approved a donation of £500 from the Sale of Found Property Reserve to assist the club to continue to provide opportunities for children and young people of the area to develop skills linked to life saving and water safety.</p>	<p>31<sup>st</sup> January 2024</p>
<p><b>Rhayader Football Club</b></p> <p>The PCC approved a donation of £500 from the Sale of Found Property Reserve to the football club in the memory of Chief Inspector Gareth Earp who sadly passed away last year. Gareth was a committee member and contributed a significant amount to Rhayader Football Club which is active in the local community.</p>	<p>31<sup>st</sup> January 2024</p>

## **West Wales Domestic Abuse Services (WWDAS)**

31<sup>st</sup>  
January  
2024

WWDAS delivers a project called Bystander Plus that delivers preventative and educational interventions to tackle Violence Against Women and Girls (VAWG). The project now requires an uplift in staff and a request was made to the PCC to match fund the project.

The PCC approved the request and will provide £30,000 match funding from the Commissioner's Reserve Budget.

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