



# BUSINESS PLAN

# 2024-25

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# 1. Introduction

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

This Business Plan sets out in more detail how the Office of the Police and Crime Commissioner (OPCC) will deliver the Commissioner's priorities outlined in the PCP for 2024/2025. Commissioners and their Chief Executives are not required by law to produce a Business Plan, but doing so represents best practice, underpins good governance and transparency, and sets out the services provided and commissioned by the Commissioner (and the organisation that supports them), for the benefit of the public. It is primarily intended as an internal document and is an operational tool to enable planning and delivery. It will be a "live" document and changes over the year are to be expected. If new, significant pieces of work are required throughout the period of this plan the OPCC Executive Team will consider whether they should supersede current projects.

The Chief Executive will be responsible for the Business Plan and progress will be monitored via the OPCC Executive Team. This plan will be used by OPCC staff to ensure that their work assists in meeting the strategic objectives, by the Commissioner to hold the OPCC to account, and by the Dyfed-Powys Police and Crime Panel to support their awareness and understanding of the work of the OPCC and how it supports the Commissioner in delivering the PCP.

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

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

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

## 2. Vision and Values

### Vision: A Dyfed-Powys of Safe Communities

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

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

### Values

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

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

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

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

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

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

To monitor compliance with the Policing Protocol Order 2023 the OPCC have developed a health check which covers all the areas in the protocol that the Commissioner has legal power and duty over. Performance is monitored and published on a quarterly basis, with reports submitted to the Police and Crime Panel who hold the Commissioner to account in relation to progress.

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

- Victims are supported – The Commissioner wants to ensure that victims are recognised and supported, tailoring responses to their individual needs.
- Harm is prevented – The Commissioner wants to prevent harm to individuals and communities caused through crime, anti-social behaviour and vulnerability.
- Our Justice System is more effective – The Commissioner is committed to working with partners, communities and victims to improve confidence in the criminal justice system.

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

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

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

## **The OPCC Structure**

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

### Commissioning and Partnerships

The Commissioning and Partnerships work includes:

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

## Assurance and Scrutiny

The Assurance and Scrutiny work includes:

- Developing and maintaining an understanding of the main issues affecting policing, community safety and the criminal justice system both locally and nationally.
- Analysing Force and OPCC risks developing informed scrutiny activity.
- Maintaining and ensuring effective management of all volunteer schemes and activity.
- Delivering scrutiny activity findings for the Commissioner, Chief Executive and Police and Crime Panel.
- Effective handling and management of complaint reviews received from the public and professional bodies in a timely fashion.
- Provision of advice and support to the Commissioner on quasi legal procedures; including managing the Police Appeals Tribunal process and Pension Forfeiture Appeals.
- Appointing Independent Panel Members, Legally Qualified Person (LQP) for Police Misconduct Hearings
- Maintain oversight of the force's handling of complaints.

## Strategy and Policy

The Strategy and Policy work includes:

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

## Communications and Engagement

The Communications and Engagement activity includes:

- Engaging with young people through our Youth Ambassadors Scheme.

- Ensuring victims have a voice through our Victim Engagement Forum.
- Organising and attending public engagement events.
- Prepare communications (e.g. press releases and bulletins) and sharing with public and key stakeholders.
- Managing social media platforms.
- Public consultations.
- Ensure website content is kept updated with news, events and key activities.

### Business Support

The business support activity includes:

- Enabling the delivery of effective governance by ensuring appropriate arrangements are in place including the administration of Policing Board, Policing Accountability Board and Joint Audit Committee.
- Monitoring performance in relation to the OPCC's compliance of statutory responsibilities through preparation of Policing Protocol Reports for consideration by the Police and Crime Panel.
- Risk Management.
- Lead area on compliance issues including Freedom of Information requests, Subject Access Requests and Welsh Language Standards.
- The first point of contact for communication with the Office via post, email and telephone.
- Taking forward the Commissioners value – Being Sustainable
- Management of the Office Budget and monitoring of the Commissioners expenses.

### **Budget for 2024-2025**

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

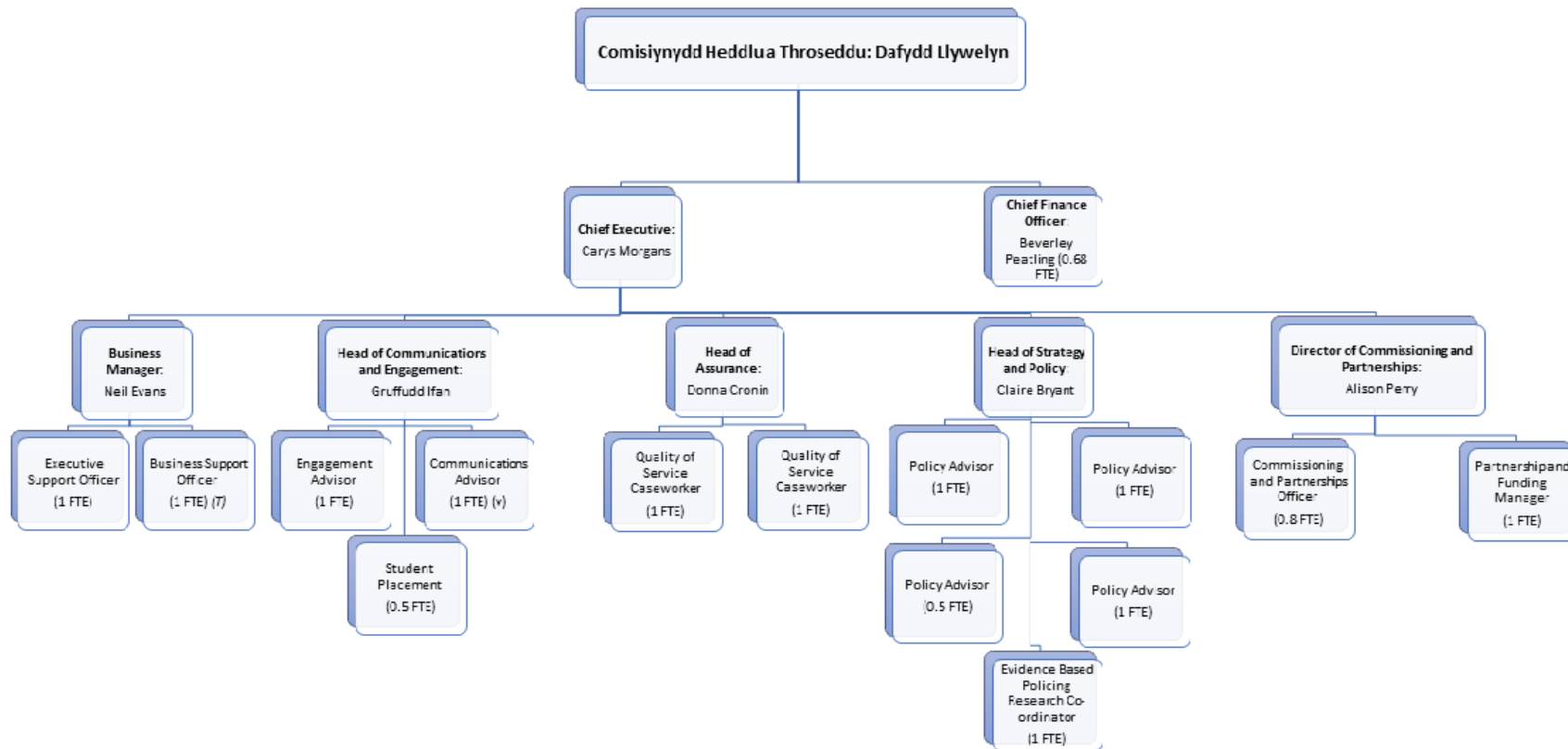
PCC Office Costs	£1,504,000
PCC Commissioning	£2,745,000
PCC Income	-£1,412,000

This gives a net budget for the Police and Crime Commissioner of £2,837,000



## OPCC Structure

The OPCC establishment is detailed below. As of 1<sup>st</sup> April 2024, there are 21 individuals within the office including the Commissioner and the structure is set out below along with the team demographics.



(v) = Vacant

(T) = Temporary

## Team demographics

### As of 1<sup>st</sup> April 2024

Total Staff: 21

Gender (Male): 5

Gender (Female): 16

Staff Members with a disability: 0

Staff members from an ethnic minority background: 0

## 4. Action Plans for 2024/25

The Action Plan is the key to ensuring this Business Plan is a “living” document which provides direction and clarity for the OPCC Team on the work to be undertaken. It provides the “golden thread” between the priorities in the PCP, the Commissioner’s statutory duties and the work required to enable the efficient and effective running of the team. From this Plan each business area will develop its own workplan setting out further details about how they contribute to the delivery of objectives outlined below, which in turn will feed into each staff members’ individual objectives. In this way, we can be sure that all of our activity is aligned with and contributing to delivering the Commissioner’s main functions and that each staff member is clear in their contribution to the successful achievements of the OPCC.

### Police and Crime Plan - Victims are Supported

Police and Crime Plan Priority 1 – Victims are Supported 2024/2025 Business Objectives	Lead	Timescale
<p><b>Continuation and future development of the School liaison programme</b></p> <p>Support the continuation to the end of the 2023/24 academic year and in collaboration with the Force and partners, develop a proposal for the future of the programme taking into consideration wider prevention activity.</p>	<p>Head of Strategy and Policy</p>	<p>July 2024</p>
<p><b>Sexual Abuse Services</b></p> <p>Continue to collaborate with Policing and Health Colleagues as part of the Regionalisation of Sexual Abuse Services across South, Mid and West Wales.</p>	<p>Director of Commissioning and Partnerships</p>	<p>April 2024 ongoing</p>
<p><b>Independent Sexual Violence Advisory (ISVA) Service</b></p> <p>Implement and embed the new collaborative Independent Sexual Violence Advisory service with existing community and other commissioned services in the specialist sector.</p>	<p>Director of Commissioning and Partnerships</p>	<p>May 2024</p>

Police and Crime Plan Priority 1 – Victims are Supported 2024/2025 Business Objectives	Lead	Timescale
<p><b>Meeting our obligations to the Victims Code of Practice (VCOP) and Witness Charter</b></p> <p>Work is required to ensure compliance with VCOP via continued scrutiny of criminal justice partners and through Out of Court Disposal (OOC) and Quality Assurance Panels (QAP).</p>	Head of Assurance	December 2024
<p><b>Victim Engagement Forum</b></p> <p>Consult and engage with victims to ensure that the voice of those with lived experience influences the development and scrutiny of services for victims, including the development of the new Police and Crime Plan.</p>	Head of Communications and Engagement	Ongoing
<p><b>FAQ Sheets on website</b></p> <p>Develop Frequently Asked Question sheets for public to download on OPCC website.</p> <p>Improve access to information e.g. developing a new website, FAQ's, access to information on Commissioned Services and develop an Internal Communications Strategy.</p>	Head of Communications and Engagement	March 2025
<p><b>Domestic Abuse Attrition</b></p> <p>Continue to work with Dyfed-Powys Police, criminal justice and support service partners to progress actions from the workshop conducted in 2023/24 to reduce domestic abuse attrition rates.</p>	Head of Strategy and Policy	August 2024

## **Police and Crime Plan - Harm is Prevented**

<b>Police and Crime Plan Priority 2 – Harm is Prevented 2024/2025 Business Objectives</b>	<b>Lead</b>	<b>Timescale</b>
<p><b>Debrief Service for Missing Young People</b></p> <p>Re-commission the debrief service for missing young people, including consideration of widening the specification to incorporate further preventative work within schools.</p>	<p>Director of Commissioning and Partnerships</p>	<p>March 2025</p>
<p><b>Serious Violence Duty Funding</b></p> <p>Ensure Home Office Serious Violence Duty funding is utilised appropriately to support partners in the prevention and tackling of serious violence, including evaluation of impact.</p>	<p>Director of Commissioning and Partnerships</p>	<p>March 2025</p>
<p><b>Preventative and Treatment Services for individuals with Substance misuse</b></p> <p>Work with Hywel Dda Area Planning Board to jointly re-commission preventative and treatment services for individuals with substance misuse and their families.</p> <p>This should include evaluation of the outcomes achieved by individuals receiving services, both from a public health and criminal justice perspective.</p>	<p>Director of Commissioning and Partnerships</p>	<p>March 2025</p>
<p><b>Youth Offending and Prevention Services</b></p> <p>Continue to work with Youth Offending and Prevention Services to support victims and intervene earlier with young offenders, including extension of existing grant funding awards.</p>	<p>Director of Commissioning and Partnerships</p>	<p>March 2025</p>
<p><b>Safer Streets</b></p> <p>To continue to project manage the funding received under Safer Streets 5 and to lobby the Home Office for the continuation of the funding stream.</p>	<p>Director of Commissioning and Partnerships</p>	<p>March 2025</p>

<p><b>Review of all OPCC Deep Dives.</b></p> <p>To conduct a review of all OPCC Deep Dives to inform future scrutiny to support the development of the Police and Crime Plan.</p>	<p>Head of Assurance</p>	<p>September 2024</p>
<p><b>Assurance of Commissioned Services</b></p> <p>To establish a scrutiny process for Commissioned Services through utilising the Quality Assurance Panel (QAP).</p> <p>To gain an understanding of the social impact of the Commissioner’s investment in prevention services.</p>	<p>Head of Assurance</p>	<p>September 2024</p>
<p><b>Youth Ambassadors Scheme</b></p> <p>Consult and engage with Youth Ambassadors 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 and support the development of the Police and Crime Plan.</p>	<p>Head of Communications and Engagement</p>	<p>Ongoing</p>

**Police and Crime Plan - An Effective Justice System**

<b>Police and Crime Plan Priority 3 – An Effective Justice System 2024/2025 Business Objectives</b>	<b>Lead</b>	<b>Timescale</b>
<p><b>Offender Diversionary Scheme</b></p> <p>Re-commission the Offender Diversionary Scheme, taking into account the increased demand on the service created by out of courts disposal policy changes.</p>	<p>Director of Commissioning and Partnerships</p>	<p>March 2025</p>
<p><b>Women’s Centre</b></p> <p>Embed the new Women’s Centre into local practice and evaluate the whole system approach to female offending in Dyfed-Powys.</p>	<p>Director of Commissioning and Partnerships</p>	<p>March 2025</p>
<p><b>Integrated Offender Management (IOM) Housing Pilot</b></p> <p>Continue the expansion of the Integrated Offender Management (IOM) Housing Pilot to ensure provision of temporary move-on accommodation throughout the Dyfed-Powys area, enabling the rehabilitation and resettlement of offenders.</p>	<p>Director of Commissioning and Partnerships</p>	<p>September 2024</p>
<p><b>Restorative Justice</b></p> <p>Undertake a thorough review of when and how Restorative Justice is being offered to victims, with a view to understanding the impact of restorative practices on those involved. This will also include supporting the rollout of the Immediate Justice approach.</p>	<p>Head of Strategy and Policy</p>	<p>October 2024</p>
<p><b>Gender Responsive Psychologically Led Model</b></p> <p>Work with the Female Blueprint Team to test the Gender Responsive Psychologically Led Model in the Offender Diversion Scheme within Dyfed-Powys including the delivery of trauma informed training.</p>	<p>Director of Commissioning and Partnerships / Head of Strategy and Policy/Business Manager</p>	<p>April to December 2024</p>

<p><b>Internal Communications Strategy</b></p> <p>Develop an Internal Communications Strategy that will consider how we as an Office communicate and engage with internal staff and Officers in Dyfed-Powys about our work, commissioned services and partnerships for example, that will also ensure that the workforce understands the role and responsibility of the Commissioner.</p>	<p>Head of Communications and Engagement</p>	<p>April – May 2024</p>
<p><b>Social Media Monitoring and Performance</b></p> <p>Establish a social media monitoring and performance tool to ensure that effective monitoring of these channels is undertaken to inform the analysis of the success of various means of engagement with different demographics within the area. (Recommendation from Internal Audit Report on Engagement and Communications).</p>	<p>Head of Communications and Engagement</p>	<p>May 2024</p>



## Values

<b>Value 1 – Working Together 2024/2025 Business Objectives</b>	<b>Lead</b>	<b>Timescale</b>
<p><b>Police and Crime Plan 2025-2029</b></p> <p>Following the elections held in May 2024 and the end of the Police and Crime Plan for 2021-2025 a new Police and Crime Plan requires development for the period 2025-2029.</p>	<p>Head of Strategy and Policy / Head of Communications and Engagement/ Business Manager</p>	<p>December 2024</p>
<p><b>Workforce Culture</b></p> <p>Work with the Force to improve workforce culture including a focus on compliance with the Code of Ethics for Ethical Policing, use of reflective practice and implementation of the Strategic Equality Plan (SEP).</p>	<p>Head of Assurance / Chief Executive</p>	<p>March 2025</p>
<p><b>Local Businesses</b></p> <p>Work with the Force to develop a proposal for consideration in term 4 to work with local businesses to raise awareness and prevent violence and abuse towards shop workers as well as encourage cyber resilience.</p>	<p>Head of Strategy and Policy</p>	<p>April 2024 onwards</p>
<p><b>Domestic Homicide Review Oversight Mechanism Pilot</b></p> <p>Work with the Domestic Abuse Commissioner’s office to pilot the local oversight mechanism in collaboration with Pembrokeshire Community Safety Partnership.</p>	<p>Head of Strategy and Policy</p>	<p>March 2025</p>
<p><b>Evidence-Based Policing Collaboration</b></p> <p>Enhance partnerships between local academic institutions and key Force departments and the Commissioner’s Office, with the aim of developing a Strategic Research Agenda for the Force.</p>	<p>Head of Strategy and Policy</p>	<p>Ongoing</p>

<b>Data Innovation and Sharing</b> Support the delivery of the Wales Data Analysis Innovation and Improvement Network (WDAIIN) workplan. This will also include achieving the routine sharing of police data into the SAIL Databank.	Head of Strategy and Policy	Ongoing
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Value 2 – Being Accountable 2024/2025 Business Objectives	Lead	Timescale
<p><b>Holding to Account</b></p> <p>A review of the arrangements for the Commissioner to hold the Chief Constable to account on all matters relating to the Force.</p>	Business Manager	July 2024
<p><b>Support the public to make informed and appropriate choices when accessing our services by:</b></p> <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> <li>• Ensuring that the Force have sufficient understanding and awareness of commissioned services to bring them to the attention of victims and individuals who would benefit from accessing services.</li> </ul>	Head of Communications and Engagement	Ongoing
<p><b>Governance and Financial Arrangements of All Wales Activity</b></p> <p>Work with Chief Executive Officers and Chief Finance Officers in Wales to improve governance and financial arrangements for All Wales activity.</p>	Chief Executive Officer and Chief Finance Officer	Ongoing

Value 3 – Being Sustainable 2024/2025 Business Objectives	Lead	Timescale
<b>Financial Sustainability and Resilience</b>  Monitor the implementation of the recommendations from the Force Review to ensure that they deliver financial savings that are sustainable and resilient.	Chief Finance Officer	Ongoing
<b>External Funding Arrangements</b>  Review the external funding arrangements to ensure maximisation of opportunities.	Chief Finance Officer	September 2024
<b>Sustainability Culture</b>  Further develop and embed a culture in terms of sustainability by monitoring the reduction of our carbon footprint and ensuring any agreements with partners is cognisant of the sustainability agenda.	Business Manager	Ongoing

Value 4 – Engaging Widely 2024/2025 Business Objectives	Lead	Timescale
<b>Underrepresented Groups</b>  Strengthen our relationships with our communities through proactive engagement activities with the aim of: <ul style="list-style-type: none"> <li>Increasing the diversity of the workforce and volunteer groups.</li> <li>Understand their feelings, views and experiences, and to provide information.</li> </ul>	Head of Assurance and Head of Communications and Engagement	Ongoing

## 5. OPCC Performance

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

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

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

# 6. APPENDIX 1

## Business Planning and Monitoring Cycle and Timeline



# Timeline

