

Dyfed-Powys Police and Crime Plan 2021-2025

A Dyfed-Powys of Safe Communities

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Foreword

I take great pride in having been elected as your Police and Crime Commissioner for a second term and will continue to develop a close working relationship with all communities of the vast geographical area that is served by the Dyfed-Powys Police Force. Working in partnership across the four Unitary Authority areas of Carmarthenshire, Ceredigion, Pembrokeshire and Powys has and will remain a priority for me. I remain committed to giving the public a strong voice in shaping both its policing service and the wider criminal justice system.

The Dyfed-Powys Police Force is an integral part of our communities and this unique relationship is of paramount importance. The public must remain central to everything we do and every decision we make. Providing an evidence base for our actions and investments is important and by harnessing the use of technology and data to shape our services, I am certain that further improvements can be made in ensuring the security and safety of our area.

As the local 'Victim's Champion' the services provided to victims is a priority and should be at the heart of everything both the Police and the local criminal justice service do in our area. Victims' rights must be understood and enacted fully, thus ensuring services are truly victim-centred.

I want to focus on preventing harm to individuals and communities caused through crime, anti-social behaviour and vulnerability. Working in a way that seeks to solve problems within our communities will ensure an efficient and effective use of resources. It is essential that these resources are visible, accessible and demonstrate enthusiasm in making a real difference to the public in Mid and West Wales.

An effective criminal justice system can only be delivered through working together across the public sector and with subject matter experts within our Commissioned Services. Providing opportunities and empowering the third sector and volunteers to be embedded within the criminal justice system will further strengthen our response and I will continue to deliver an environment for this to thrive.

Through this Plan, I have set the strategic direction and laid out priorities. Critically, this is a dynamic plan, which will evolve and adapt to the challenges over the coming years, in order to ensure that policing and criminal justice services remain relevant and cognisant of the context in which they operate. I am confident that a partnership approach will lead to an improved service, for you the public, and I look forward to serving you as the Police and Crime Commissioner for a further term.

My Vision: A Dyfed-Powys of Safe Communities

My overarching vision for 2021-25 is to keep the communities of Mid and West Wales safe, maintaining trust and confidence in our police and criminal justice system as a whole.

This means:

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

I will use a range of qualitative and quantitative measures to answer our collective progress against these outcomes. Updates will be provided to the Police and Crime Panel and will also be published on my website.

My Priorities for Policing and Crime

Priority 1: Victims are supported

I want to ensure victims are recognised and supported, tailoring responses to their individual needs.

Why does it matter?

"Placing Victims at the Heart is hopefully the way forward for Dyfed-Powys Police. That's where you would want the Police to be, and if that's where you are moving towards as a Force, that is good to hear."

'Lesser heard' group consultation participant

- It is my collective duty with partners to comply with the Code of Practice for Victims of Crime and the Witness Charter.
- I have a statutory duty to safeguard children and young people and promote their welfare.
- Residents told me that the most important aspects of how we respond to victims should be: that the victim is provided with tailored information about what happens next and what support is available when reporting a crime, as well as being referred to support services.
- Dyfed-Powys Police has identified that a significant amount of resourcing continues to be needed to address safeguarding demand (in particular Domestic Abuse).
- It is anticipated that the Dyfed-Powys area will see a 20-28% growth in the ageing population, with those aged over 65 living with dementia in Wales increasing by 64% by 2035.
- Demand in relation to sexual offences is predicted to continue to increase.
- Dyfed-Powys Police has one of the highest rates of victims who withdraw from the criminal justice process at 37.3%, this is 14.7% above the national outcome ratio.
- Dyfed-Powys Police anticipates a rise in child exploitation, online protection issues and violence against children (in relation to the Removal of the Defence of Reasonable Punishment).
- In 2018, 55-58% of rape cases involved children under the age of 18.
- On average, 10% of all victims are under the age of 18 at the time of the offence, with 22% aged 25 or under.
- Over 27,000 victims and vulnerable people were referred to services commissioned by me in 2020-21. This includes Independent Domestic Violence Advocates, Independent Sexual Violence Advocates, victim and witness support, debriefing for missing young people, and youth offending and prevention services.

- 58% of victims surveyed said they were satisfied with their experience of the service they received from Dyfed-Powys Police¹.
- Policing in Wales aims to reduce the negative effects of crime by protecting the most vulnerable, ensuring that victims of crime have access to a whole system of support, and that this support impacts them in a positive way.
- The Commission on Justice in Wales recommended that the Criminal Justice Board in Wales should have responsibility for ensuring the rights of victims are respected, and that there is proper delivery of services to victims.
- We will contribute to the National Wellbeing Goal of "*a healthier Wales: a society in which people's physical and mental wellbeing is maximised, and in which choices and behaviours that benefit future health are understood.*"
- The UK Government has outlined its priority to see an improvement in victim satisfaction ratings.
- One of the National Crime Agency's strategic priorities for 2021-22 is to reduce the number of victims of exploitation. This includes Child Sexual Abuse and Exploitation, Modern Slavery and Human Trafficking, and Organised Immigration Crime.

What does success look like?

1. Accurate crime recording and identification of victims.
2. Safeguarding against harm and repeat victimisation.
3. Listening to views of victims and giving them a positive experience, regardless of the outcome.
4. Meeting our obligations to the Victims' Code and Witness Charter.
5. Commissioning services to help victims cope and recover.

How will we achieve it?

As your Commissioner, I will:

- Ensure there are appropriate services to meet the needs of all victims.
- Invest in services that support children as victims and prevent or reduce their risk of exploitation.
- Prioritise investment in services for victims of serious sexual offences and hate crimes.
- Support the Wales Schools Programme to improve the understanding of violence against women and girls.
- Speak for victims, witnesses and the vulnerable who are not always heard.
- Promote the use of remote evidence sites to provide a safe and supported place for victims and witnesses.
- Continue to commission specialist support for victims of crime, anti-social behaviour, domestic and sexual violence.
- Continue to support the progress to regionalise Sexual Assault Referral Centres.

¹ 142 respondents to 3,420 surveys issued between 10/2/21 and 19/9/21. 38 were completely satisfied, 26 were very satisfied and 19 fairly satisfied.

- Lobby for a change to Welsh legislation to allow a seamless forensic and health examination route for victims of sexual assault.
- Continue to work with partners to address the shortage of paediatric sexual assault services.
- Work with partners to develop a pathway of support for young victims of crime.
- Work with the Victims' Commissioner to strengthen the victim's voice in Dyfed-Powys.
- Introduce a Victims' Champion for Dyfed-Powys who will work with my Victim Engagement Forum to inform improvements to service delivery.

How will we know we have succeeded?

I will ask the Chief Constable, partners and my office to demonstrate:

- a) Efficient and effective responses to the public's calls for help.
- b) Learning from the experience of survivors to inform future practice.
- c) Effective complaints resolution.
- d) Innovation to increase reporting opportunities for victims.
- e) A more diverse workforce that is representative of our communities.
- f) How well victims of serious sexual offences and hate crimes are supported.
- g) Reduction in the proportion of victims disengaging or withdrawing from the criminal justice system.

Priority 2: Harm is prevented

I want to prevent harm to individuals and communities caused through crime, anti-social behaviour and vulnerability.

Why does it matter?

- The public served by Dyfed-Powys Police said working that with offenders to divert them from criminal behaviour was the third most important preventative measure; the first two being educating all young people about the dangers and consequences of crime, and supporting young people at risk of becoming involved in criminal activity.
- Commissioners and partners have a duty to work together to prevent and tackle crime, to reduce crime and disorder, anti-social behaviour, re-offending and substance misuse.
- The Dyfed-Powys Local Criminal Justice Board is aligned to the All Wales priorities with a local delivery plan which ensures outcomes are tailored to our local communities. This includes a focus on victims, those who offend, early intervention and prevention and race equality.
- Policing in Wales make preventing harm, and working with others to tackle the drivers of harm, a priority. The drivers of harm have been identified as: substance misuse (including alcohol), violence (with a particular emphasis on domestic violence and abuse and sexual violence, as well as violence associated with criminal activity), mental health and personal crises, adverse childhood experiences and all forms of exploitation and abuse.
- Criminal Justice in Wales is committed to ensuring that early intervention and prevention should be strategic priorities for all Criminal Justice organisations.
- The National Police Chief's Council and the Association of Police and Crime Commissioners' Policing Vision 2030 priority, is to develop our use of early preventative action and problem solving approaches, in order to reduce incidents in our community.

What does success look like?

1. We adopt early intervention and a problem-solving approach to address root causes of crime and anti-social behaviour.
2. We take a public health approach to high community harm problems, including substance misuse, violence against women and girls and mental health.
3. We promote a Child-Centred approach that recognises the vulnerability of children and young people, which improves their life chances.
4. Increasing road safety by addressing the five main causes of road traffic collisions and injuries in Wales (Fatal 5).

How will we achieve it?

As your Commissioner, I will:

- Encourage age-appropriate, sustainable and meaningful restorative services, being mindful of the needs of those involved. This could include restorative practices in education; family and community settings used for

preventative measures and ongoing support; and out of court disposals to divert young adults from the criminal justice system, as part of community sentences and alongside custodial sentences.

- Continue to support the work of the Female Offending Blueprint, ensuring that the particular needs of women are recognised within the criminal justice system.
- Work to keep young people out of the criminal justice system, by promoting a trauma-informed, child-centred policing model. In particular, I will support the introduction and implementation of a national protocol to reduce the disproportionate criminalisation of care-experienced children and young people.
- Work with partners to promote and jointly invest in preventative services.
- Work on the fatal and non-fatal overdose agenda, including alternative solutions to substance misuse treatment.
- Challenge the legislative framework regarding drug misuse.

How will we know we have succeeded?

I will ask the Chief Constable, partners and my office to demonstrate:

- a) A reduction of crime and anti-social behaviour in all communities.
- b) A reduction in the threat of Serious Organised Crime and Exploitation.
- c) Safer communities through reducing fear of crime.
- d) Listening and dealing with local community priorities.
- e) Developing relationships with young people through forum and engagement activities.
- f) Prevention services for young people which are effective at reducing risk and harm.
- g) How effective Dyfed-Powys Police are at protecting vulnerable people.
- h) Impact against the Fatal Five

Priority 3: Our justice system is more effective

I am committed to working with partners, communities and victims to improve confidence in the criminal justice system.

"The people of Wales are being let down by the [criminal justice] system in its current state... despite improvement to the way in which victims are treated, much more needs to be done to include them in the justice system."
(Commission on Justice in Wales, 2019)

Why does it matter?

- I am statutorily required to ensure the provision of an efficient and effective criminal justice system for our police area.
- Under the Public Sector Equality Duty, I must support collective efforts to eliminate discrimination, harassment and victimisation; advance equality of opportunity for all; and foster good relations between people.
- The public served by Dyfed-Powys Police said that equality of access to justice is of most importance and a prosecution of least importance. Lesser-heard groups also equally rate being heard, understood and respected as extremely important.
- Dyfed-Powys predicts an increasing number of offenders needing management - 8% of suspects in 2021 were under 18; with 20% aged 25 or under. Over the last four years, an average of 5% of detainees in custody were under 18 with 30% aged under 30.
- Over the last four years, on average:
 - Robbery and sexual offence cases most often take longer to finalise than other crime types, with 26% and 38% of cases respectively taking over 100 days to reach an outcome.
 - Unsurprisingly, the most common outcome for sexual offences is 'Outcome 16 – victim does not support (suspect named)'.
 - 20% of robbery offence cases result in a charge, but for 19% 'no suspect is identified' and 18% result in the 'victim does not support (suspect named)'.
 - Violence against the Person offences are the most commonly recorded crimes, with 30% finalised within a month. However, an average of 48% of these are finalised by the victim not supporting further action, despite the suspect being identified.
- Between July and September of 2020-21:
 - Individuals from black and ethnic minority backgrounds were twice more likely to be searched by Dyfed-Powys Police officers than white people.
 - 23.9% of all searches conducted by Dyfed-Powys Police officers resulted in a discovery which corresponded with the original reason for the search.
 - The majority of searches are conducted on those under the aged of 25.
- Policing in Wales have set the ambition for us to effectively contribute to the delivery of the Criminal Justice in Wales Statement of Purpose 2020 – 2030. They also set out to work with Welsh Government and criminal justice system partners to consider the practical implications that would ensue from the introduction of the recommendations made by the

Commission on Justice in Wales; which seeks to reform the justice system and the current scheme of devolution to deliver justice in Wales for the people of Wales.

- This is reflected in our National Wellbeing Goal: *"A more equal Wales: a society that enables people to fulfil their potential, no matter what their background or circumstances."*
- The National Police Chief's Council and Association for Police and Crime Commissioners' Policing Vision 2030 aims to support the integration and alignment of criminal justice services at a local level.

What does success look like?

1. Improved quality and timeliness of criminal investigations.
2. More successful criminal justice outcomes, particularly relating to violence against women and girls.
3. We recognise the vulnerability of children in the criminal justice system, both as victims and perpetrators.
4. Reduced reoffending through targeted interventions and preventative orders.
5. Public trust and confidence in the criminal justice system through establishing views of victims, appropriate restorative justice and assessing disproportionality within the system.

How will we achieve it?

As your Commissioner, I will:

- Work with partners to develop a tailored approach to working with young adults who commit low level offences, ensuring these individuals can be safely and effectively diverted from the criminal justice system. This will include providing grant funding for small organisations who are able to meet the diversity of young adults' needs and aspirations in creative ways.
- Work with partners to promote the use of restorative practice at all stages of the criminal justice system.
- Work with partners to commission appropriate support to help young adults in contact with the criminal justice system to build confidence, identify their career goals and access training, development and employment in line with the Youth Justice Blueprint.
- Support partners who provide help for young people transitioning between youth offending and probation services.
- Campaign to end the lifelong stigma of criminal records obtained in childhood. I will lobby the UK Government to bring our criminal records system in line with other European nations including Scotland, raising the age of criminal responsibility from ten to at least twelve years old.
- Call on the statutory duty of other partners to provide appropriate support for young people.
- Work with the Welsh Government as it responds to the key recommendations of the Commission on Justice in Wales report.
- Improve data collection in order to understand and address unequal treatment of victims and offenders in the criminal justice system.
- Effectively contribute to the delivery of the Criminal Justice in Wales Statement of Purpose 2020 – 2030.

- Continue to drive the priorities of our local criminal justice board and promote collaboration across Wales between criminal justice system organisations.
- Support Integrated Offender Management Cymru and Her Majesty's Prison and Probation Service, to deliver the 'reducing those at risk of offending' framework.
- Improve the transition between support provided to offenders whilst in prison and those available within the community.
- Work with partners to improve the support provided to perpetrators of domestic abuse and their victims and families.
- Support Dyfed-Powys Police to improve awareness and legitimacy of the use of the police power to Stop and Search.

How will we know we have succeeded?

I will ask the Chief Constable, partners and my office to demonstrate:

- a) Reductions in the backlogs in the criminal justice system.
- b) The use of independent scrutiny to address disproportionality.
- c) Innovation to improve the victims' experience of the criminal justice system.
- d) Reduction in the number of first time entrants to the criminal justice system.
- e) Less female offenders receiving custodial sentences.
- f) Reduction in reoffending.
- g) A restorative approach is routinely offered in addition to any formal outcome, to victims of any crime type.

Values

In order to achieve my vision of 'A Dyfed-Powys of safe communities', I will encourage the police and all other criminal justice system organisations to work efficiently and effectively by:

- Working together
- Being accountable
- Being sustainable
- Engaging widely

Working Together

Organisations and communities in the Dyfed-Powys Police force area work together and our needs and goals are balanced with those of other public bodies.

As your Commissioner, I will:

- Continue to lobby for a more integrated approach to improve leadership and provision of mental health services; including support for front line services to enable them to respond more effectively to individuals with mental health needs.
- Work closely with local businesses to understand violence and abuse towards shop staff and ensure a suitable police response is provided.
- Sign the Anti-Social Behaviour (ASB) Victim Promise and facilitate community trigger appeals.
- Support the work of the Cyber Resilience Centre for Wales.
- Work with colleagues through the Policing in Wales and Policing Partnership Board for Wales structures, to constantly explore and evaluate new collaboration opportunities with other forces in Wales and the UK.
- Contribute, through the Safer Communities Board, to the national oversight and direction of a programme of work shared by Local Government, Policing in Wales and other partners. The aim will be to ensure effective shared leadership, enabling local partnership working to support safe, strong and confident communities.
- Work with the Welsh Local Government Association to promote and develop the Community Safety Network for Wales supporting local activity and action.
- Engage with the Welsh Local Government Association and other key partners to ensure that our community safety responsibilities respond to the needs and expectations of our citizens and communities at local, regional and national level.
- Actively influence and engage with the activities of the Association of Police and Crime Commissioners and the National Police Chiefs Council.
- Continue to ensure Dyfed-Powys Police meets the requirements of the Strategic Policing Requirement.

Being accountable

We are transparent and accountable to the people of the Dyfed-Powys area.

Sir Robert Peel, in designing an ethical police force set out one of his principles as, *'to recognise always that the power of the police to fulfil their functions and duties is dependent on public approval of their existence, actions and behaviour, and on their ability to secure and maintain public respect.'*

As your Commissioner, I will:

- Undertake work to understand and address disparities in the public's trust of the police among different age groups, races, and genders, including young adults. This includes improving the effectiveness of our scrutiny mechanisms to help build trust and confidence, including ensuring young adults are able to be meaningfully involved in holding the police to account.
- Support the public to make informed and appropriate choices when accessing our services.
- Increase opportunities for contacting, listening and engaging with communities.
- Ensure that people's perspectives as members of the community and those involved in the criminal justice system (as victims, perpetrators, or both) are reflected in our consultation plans.
- Provide opportunities, through my Victim and Youth Engagement Forums, for those with lived experience to engage in local discussions about criminal justice priorities and co-design services where appropriate.
- Ensure that the public are provided with the information they need, in order to assess the performance of their policing and crime services.
- Involve people in preparing publications to make sure they are simple and understood by the public.
- Be accountable to the Dyfed-Powys Police and Crime Panel, paying due regard to recommendations they make to me on my key decisions.
- Make full use of our Joint Audit Committee and Commissioning Advisory Board, in ensuring both myself and the Chief Constable have robust business controls, financial procedures and governance arrangements in place.
- Continue to work with volunteers and Panels who support me in holding the Chief Constable to account for the delivery of efficient, effective and legitimate police services, including my:
 - Quality Assurance Panel - who scrutinise the quality of Police contact with the public in a transparent and independent manner on behalf of the communities within the Dyfed-Powys area;
 - Out of Court Disposal Scrutiny Panel - where partners from across the criminal justice system come together to independently assess, scrutinise and quality control the use of out of court disposals (such as cautions, community resolutions and youth restorative disposals), by Dyfed-Powys Police.
 - Animal Welfare Visitors - who look at the conditions of Dyfed-Powys Police's dogs and how they are cared for.

- Independent Custody Visitors - who visit police custody areas to check on the wellbeing of detainees and to ensure that their rights are upheld.
- Proportionately respond to any independent reports issued to Dyfed-Powys Police by Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) and guidance and learning from the Independent Office for Police Conduct (IOPC).

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.

As your Commissioner, I will:

- Lobby for a longer-term fair funding settlement for Welsh police forces, by making the case for Wales to receive a fair allocation of funding arising from any Comprehensive Spending Review, review of the police funding formula or other relevant distribution of resources.
- Develop and embed an innovative culture in terms of sustainability, by reducing our carbon footprint and ensuring our estate, vehicle fleet, supplies, services processes and procedures are environmentally responsible.
- Ensure effective stewardship of the police estate.
- Drive efficiency through collaboration and learning.
- Encourage and enable work with the College of Policing, the wider police service, partners and academia, to identify and share learning about current threats.
- Support investment in analytical capability, decarbonisation projects, IT developments and innovative modernisation programmes.
- Encourage partnership working to respond to the Climate Emergency, both in terms of sustainability and environmentally friendly policies, and in ensuring we have the collective capability and capacity to deal with the impact of Climate Change, such as flooding and other severe weather episodes.

Engaging widely

People who reflect the diversity of the Dyfed-Powys Police force area, are involved in decisions that matter to them.

It is a Peelian Principle to *'recognise always, that to secure and maintain the respect and approval of the public, means also the securing of the willing co-operation of the public in the task of securing observance of laws'*.

"Wales is the only nation in the UK where a higher proportion of the public believe that people have equal opportunities to get ahead in life"². I want us to ensure that belief is realised.

As your Commissioner, I will:

- Encourage age-appropriate, racially and culturally sensitive services.
- Support the Chief Constable to invest in increasing Dyfed-Powys Police's capacity to deliver policing services through the medium of Welsh.
- Promote and develop greater community involvement in policing.
- Lobby for long-term arrangements for police apprenticeship funding for Wales.
- Work towards the National Equality Standard and sign the race equality pledge.
- Ensure our Engagement team are given the right resources and support to be effective and work to the National Principles for Public Engagement in Wales.
- Continue to work with Dyfed-Powys Police to promote volunteering roles such as the Special Constabulary, Police Cadets, Chaplaincy services, police staff support roles, engagement forums and scrutiny panels.

² Deloitte Policing 4.0

Resources

I am ultimately accountable to you for the management of the police fund. The Chief Constable and I share a responsibility to provide effective management of the policing budget and to secure value for money on your behalf.

The residents of the Dyfed-Powys Police area expect the service to (1) invest in new technology to be more efficient, (2) modernise police stations to make sure they are fit for the future and (3) invest in the circular economy.

Our social value as an organisation is measured on our environmental, social and economic contributions to the Dyfed-Powys area. Our financial footprint as an organisation should fund a future service provision that both meets our service and physical needs, but in doing so should also increase local jobs, reduce crime, support the vulnerable, reduce our impact on the environment and inject money into the local economy.

My Estates Team have already committed to:

- Environmental / sustainability performance improvement of the estate
- Cost certainty and effective forecasting & reporting
- Capital & revenue reporting and effective stewardship
- Future capital pressures and investment required across the estate
- Delivering a fit for purpose estate

In addition to this, all procurement exercises run by the Force or my office will include a focus on social value, with key indicators which will allow me to hold the successful providers to account.

One of my key responsibilities as your Police and Crime Commissioner is to set the precept and Force's budget each year.

The precept is the amount of taxation that is raised through the local council (a proportion of your council tax) to support policing services. In doing so, I take into account a number of different factors including: the Chief Constable's future resourcing requirement, the level of reserves, feedback from residents of the Dyfed-Powys area and future plans for investment in infrastructure.

Further detail on resourcing to be included in conjunction with development of the Medium Term Financial Plan.

Services that I fund

The Police Reform and Social Responsibility Act 2011 (the Act) outlines a number of key duties for PCCs. As well as their core policing role, PCCs have a remit to cut crime and disorder and have commissioning powers and funding to enable them to do this. The Act provides powers for Commissioners to award grants to any organisation or body that can deliver their community safety priorities.

Commissioning should focus on securing the best outcomes, at the best value and ensuring continuous review of the success these services achieve in addressing the needs of victims or offenders of crime.

My Commissioning Strategy sets out in detail my approach to commissioning and funding service provision. This includes the key principles, potential commissioning routes, governance and monitoring arrangements, risk management, budget allocation and audit. I will also publish an annual commissioning framework directly aligned to this Plan with all my commissioning intentions, along with the budget, linked to my strategic priorities. The priorities set out in this Plan inform my decisions as to what funding is made available to the police and partners to achieve reductions in crime and disorder.

The commissioning of services will be shaped throughout the lifetime of my Plan to ensure that services continue to be aligned to my strategic priorities.

My focus will be to:

- Ensure an open and transparent planning process that provides a clear rationale for decision-making.
- Ensure that the commissioning process and monitoring arrangements are proportionate to the cost of the service or activity provided.
- Achieve value for money through working in partnership on shared priorities and sustainable outcomes.
- Maintain an outcome-focused approach to ensure that the impact of the money spent is measured and the value is assessed.
- Award mid to long term contracts in order to ensure sustainability of service provision.

During my first term I established a Commissioning Advisory Board who support me by acting as the reviewing body in relation to the awarding of grant funding and the tendering of services. Their role includes ensuring that there is a return on investment and evaluation of service impact. The Board focuses on scrutinising activity and supporting me in holding service providers to account.

There are numerous processes in place that serve to monitor the value and outcomes delivered by services I fund. To complement this, a desktop audit is undertaken annually for each commissioned service, along with a more detailed

audit for those services where contracts are due to end, in order to inform recommissioning plans.

The total commissioning budget consists of a grant from the Ministry of Justice (MoJ) for the purpose of commissioning victims' services along with an allocation from my core funding. The MoJ Victims' Grant is allocated according to a population-based funding formula. In addition to this, I seek to secure additional funding based on evidence of need, for example to assist with the increased demand and pressures faced by domestic abuse and sexual violence providers during the Covid-19 pandemic.

I will also make funding available to communities, partners and charities through various grants to support projects that contribute to the delivery of my priorities and improve the quality of life for our residents.

Further information on the services that I commission can be found on my website.

How you can support me to deliver this Plan

My volunteers play an important part in helping me deliver my vision. They support me in ensuring Dyfed-Powys Police act with professionalism, legitimacy and integrity through reviewing services provided by the Force. All volunteers are supported with on-the-job training, buddying, out-of-pocket expenses and a point of contact in my office. They also receive time credit rewards under the Tempo scheme, which can be spent on a wide range of activities, products and services as a reward for their commitment.

Independent Custody Visitors

It is a statutory requirement for Police and Crime Commissioners to have an Independent Custody Visiting Scheme. My gold-accredited Independent Custody Visitors (ICVs) provide me with an independent assurance that detained persons are treated appropriately and fairly. They visit a local police station in pairs, unannounced, at any time of the day or night to check on the welfare of the detainees in custody, and the conditions in which they are being held. My Scheme is also one of a handful across England and Wales which routinely reviews the custody records of vulnerable detainees, giving ICVs an opportunity to consider a detainee's entire journey through custody.

If you are independent of the criminal justice system, aged 18 or over and live or work in the Dyfed-Powys area and have an interest in equality and human rights, Independent Custody Visiting could be the ideal voluntary role.

Animal Welfare Visitors

Independent members of the local community look at the welfare and conditions under which Dyfed-Powys Police dogs are housed, trained, transported and deployed. They provide me and the public, with confidence that police dogs are being cared for and trained humanely, ethically and transparently.

Animal Welfare Visitors must be aged 18 or over, live or work in the Dyfed-Powys area and have a sound knowledge of animal welfare issues.

Quality Assurance Panel

Consisting of a group of up to 15 volunteer residents, the Panel meets every other month to conduct reviews of dip-sampled records of police-public interactions, including: stop and search cases, incidents where force has been used, hate crimes, call handling and complaints handling. The Panel provides unique insights from a layperson's perspective on the quality of the police interaction with the public.

Adults aged 18 or over who live or work in the Dyfed-Powys area and are independent of the criminal justice system are welcome to apply for a position on my Quality Assurance Panel.

Youth Ambassadors

My Youth Forum consists of Ambassadors aged 11-18 and represent a range of community youth groups and organisations from across the Dyfed-Powys area. The Forum helps me build relationships with existing youth groups, youth councils and forums across the region, many of which are already represented on my Forum, so that young people can inform my decisions in relation to policing and crime.

I always welcome young people aged 11-18 who are residents of Carmarthenshire, Ceredigion, Pembrokeshire or Powys to become one of my Ambassadors.

Victim Engagement Forum

The newest addition to my volunteer groups, my Victim Engagement Forum is made up of a database of over 80 victims of crime from across the Dyfed-Powys Police Force area. Working in partnership with local criminal justice agencies and other partners, Members of the Forum support me to place victims at the heart of the criminal justice system. Their views help me to ensure that the voice of those with lived experiences influences the development and scrutiny of services for victims of crime.

Any victims of crime or anti-social behaviour (as defined under the Victims' Code), and individuals whom have had someone they are close to fall victim to crime or anti-social behaviour and supported them through the process, are encouraged to join the Forum.

Context

Our area

The Dyfed-Powys Police area covers the largest area in England and Wales, covering over two thirds of Wales' landmass. It is responsible for policing four local authority areas, encompassing two health boards, two international ferry terminals, two national parks and over 8,500 miles of road.

Our people

According to the last Census data (2011), the resident population of the four counties served by Dyfed-Powys Police was 515,114. The population is predominantly White British, with Black and Minority Ethnic groups making up just over 2% of the population.

Dyfed-Powys Police continues to strive to improve the diversity of its workforce in order to ensure that we are more representative of the communities that we serve. By the end of March 2021, 16 (1.3%) of our officers and 6 (0.64%) of our staff identified as being from a non-white background. 47% of the total workforce are female, however women are predominantly employed as police staff (62%, compared to 35% of officers).

32% of our communities can speak Welsh; 18.6% in Powys, 47.4% in Ceredigion, 43.9% in Carmarthenshire and 19.3% in Pembrokeshire.

At the end of the 2020/21 financial year, 1,860 (81%) of the Dyfed-Powys Police workforce could speak Welsh to a basic level, with 32% able to hold a basic conversation and 20% able to converse fully.

Dyfed-Powys Police are serving an ageing population. According to the last Census data (2011), almost half of the total resident population are aged 45 and over, with 22% of the resident population aged over 65.

Dyfed-Powys Police currently has 1,194 Police Officers, 794 Police Staff, 85 Special Constables, 144 Police Community Support Officers and 45 Volunteers.

These numbers continue to grow as the Force embarks on Operation Uplift after a decade of austerity. Operation Uplift is the police service's response to the UK Government's target of recruiting 20,000 additional Police Officers by 2023, which in 2020/21, equated to 42 additional Officers for Dyfed-Powys Police.

Roles and responsibilities

As your Police and Crime Commissioner, I have a number of statutory duties as outlined below:

- Set the strategic direction and priorities for the Force.
- Represent and engage with communities and act as the voice of the public on policing and crime matters.
- Work closely with community safety and criminal justice partners to ensure that the wider criminal justice system is effective and efficient at keeping people safe, supporting victims and bringing people to justice.

- Commission services to help make communities safer and to support victims and other vulnerable people.
- Hold the Chief Constable to account for the effective delivery of police services, as well as publish information to enable you to assess both my performance and that of the Chief Constable of Dyfed-Powys Police.
- Appoint, and if necessary, dismiss the Chief Constable.
- Deal with formal complaints received against the Chief Constable (former or current).
- Set the annual police precept and police budget.
- Publish a Police and Crime Plan and an Annual Report.
- Work closely with the Police and Crime Panel to allow them to effectively scrutinise and support the work of the Police and Crime Commissioner.
- The UK Government seeks to ensure that we are trusted by the public to work together as one, providing a cohesive approach to the law enforcement system. As part of this, I am required to provide an annual statement on the performance of Dyfed-Powys Police against the UK Government's national crime and policing measures.

The Chief Constable is responsible for safeguarding our communities through the delivery of efficient, effective and responsive policing. The Chief Constable is responsible for operational decision-making, the management of resources and expenditure by the police force and for investigating complaints and conduct matters against police officers (below the rank of Chief Constable) and staff.

The Police and Crime Panel is an independent panel comprised of members nominated by local authorities and independent members.

The Panel will:

- Scrutinise the Police and Crime Commissioner decisions on behalf of the public.
- Support the Commissioner to exercise their functions effectively.
- Review and make recommendations on the Commissioner's draft Police and Crime Plan and the Annual Report.
- Review and make recommendations on proposals in respect of the policing precept and the annual draft budget.
- Handle and resolve complaints against the Commissioner.
- Hold confirmation hearings for the proposed appointments of the Chief Constable and the Commissioner's statutory officers.

About this Plan

In formulating this Plan, I have considered the national (Welsh and wider UK) landscape of policing and crime through detailed research and consultation, including:

- Welsh and UK Governments’ priorities.
- National Crime Agency’s Annual Plan.
- Future Generations Wellbeing Goals and Ways of Working.
- Consideration of national (Welsh and UK) policing documents.
- Her Majesty’s Inspectorate of Constabulary, Fire and Rescue Services Police Efficiency, Effectiveness and Legitimacy assessment framework.
- Insights from policing Think Tanks and good practice from other areas.

I have also considered the local needs, resources and priorities, including:

- Feedback from the public.
- Dyfed-Powys Police’s key strategic documents
- Local partners’ priorities, including those of Public Service Boards, Area Planning Boards, Community Safety Partnerships, Mid and West Wales Fire and Rescue Service, Hywel-Dda University Health Board, Powys Teaching Health Board and the Wales Ambulance Service Trust.

My office undertook a detailed consultation process in order to inform my priorities, which involved:

- Residents and businesses within the Dyfed-Powys area, via the annual precept questionnaire in December 2020.
- A selection of middle and senior managers within Dyfed-Powys Police, through workshops utilising the *Public Health Wales and the Future Generations Commissioner’s Three Horizons Toolkit*.
- ‘Lesser-heard’ minority groups, through facilitated sessions.
- Key stakeholders and partners, through personal invitation to use consultation walkthrough package.
- The wider public, through an online and hard copy survey promoted via social media and local press.

This work has led me to set out my vision, priorities and values for policing and crime across Carmarthenshire, Ceredigion, Pembrokeshire and Powys for the next four years:

My Vision
A Dyfed-Powys of safe communities

My Priorities		
Victims are supported	Harm is prevented	Our justice system is more effective

Implementing and enabling			
Working together	Being accountable	Being resilient	Engaging widely