

# Document Pack



sirgar.llyw.cymru  
carmarthenshire.gov.wales

**TUESDAY, 12 MAY 2026**

**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 - POWYS COUNTY COUNCIL, LLANDRINDOD WELLS AT 10.30 AM ON WEDNESDAY, 20TH MAY 2026** FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA

*Wendy Walters*

**CHIEF EXECUTIVE**

<b>Democratic Officer:</b>	<b>Daniel Hall-Jones</b>
<b>Telephone (Direct Line):</b>	<b>01267 224910</b>
<b>E-Mail:</b>	<b>DemocraticServices@carmarthenshire.gov.uk</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      KAREN DAVIES
3. COUNCILLOR      MICHAEL THOMAS

**CEREDIGION COUNTY COUNCIL - 3 MEMBERS**

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

**PEMBROKESHIRE COUNTY COUNCIL - 3 MEMBERS**

1. COUNCILLOR      JONATHAN GRIMES
2. COUNCILLOR      DAVID SIMPSON
3. COUNCILLOR      SIMON WRIGHT

**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

# AGENDA

1. **APOLOGIES FOR ABSENCE AND PERSONAL MATTERS**
2. **DECLARATIONS OF INTEREST**
3. **TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING HELD ON THE 10TH FEBRUARY 2026** 5 - 12
4. **MATTERS ARISING FROM THE MINUTES (IF ANY)**
5. **QUESTIONS ON NOTICE FROM PANEL MEMBERS TO THE COMMISSIONER**
  - 5.1 **QUESTION FROM PROFESSOR IAN ROFFE**

Following the recent discharge of a firearm by police in Dyfed Powys, what specific evidence or performance measures does the Commissioner use to assure himself that armed response units are adequately staffed, appropriately located, and sufficiently resourced to respond effectively to threats and protect the public?
  - 5.2 **QUESTION FROM COUNCILLOR WILLIAM POWELL**

In light of ongoing concerns across England and Wales around radicalisation, how is the Police and Crime Commissioner holding the Chief Constable and operational colleagues to account on training for and implementation of the Prevent strategy, to promote community cohesion and public safety in Dyfed-Powys? In particular, what efforts are currently being made via the Police Education Service in schools and colleges, to promote values of democracy and tolerance, whilst having due regard to freedom of expression?
  - 5.3 **QUESTION FROM COUNCILLOR WILLIAM POWELL**

Following the introduction of the default 20 MPH speed limit in communities across Wales in September 2023, the subsequent 'proportionate' enforcement strategy adopted by police forces across Wales and the extent of the public discourse on the wider issue over the last three years, there has been a climate of uncertainty amongst speed reduction campaigners, despite data indicating a reduction in RTAs across Wales involving fatalities and serious injuries.

Against this background, and with a new Welsh Government taking shape, what will the Police and Crime Commissioner now do to urge the Chief Constable and Roads Policing colleagues to support the recruitment, retention and training of Speed-Watch Community Concern volunteers, to promote road safety and effective speed enforcement measures across Dyfed-Powys?
6. **PROGRESS REPORT ON POLICE AND CRIME PLAN PRIORITY 3** 13 - 20
7. **DECISIONS MADE BY THE POLICE AND CRIME COMMISSIONER** 21 - 32

<b>8. POLICING PROTOCOL - PERFORMANCE REPORT</b>	<b>33 - 82</b>
<b>9. OPCC BUSINESS PLAN - PROGRESS REPORT</b>	<b>83 - 106</b>
<b>10. PROPOSED CHANGES TO THE OPCC BUSINESS PLAN</b>	<b>107 - 132</b>
<b>11. PERFORMANCE SUB-GROUP REPORT 2025/2026</b>	<b>133 - 148</b>
<b>12. POLICE AND CRIME PANEL ANNUAL REPORT</b>	<b>149 - 166</b>

## DYFED POWYS POLICE AND CRIME PANEL

TUESDAY, 10 FEBRUARY 2026

**PRESENT:** Cllr. Keith Evans (Ceredigion County Council) (Vice-Chair)

**Carmarthenshire County Council Members:**

Cllrs. K. Davies, K. Howell and M. Thomas

**Ceredigion County Council Members:**

Cllrs. E. Evans and W. Thomas

**Pembrokeshire County Council Members:**

Cllrs. J. Grimes and D. Simpson

**Powys County Council Members:**

Cllrs. W. Powell and L. Rijnenberg

**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 C. Morgans – Chief Executive

Mrs N. Davies – Chief Finance Officer

**Also Present:**

R. Edgecombe – Legal Services Manager

S. Rees – Simultaneous Translator

I. Phillips – Member Support Officer [Webcaster]

D. Hall-Jones – Assistant Democratic Services Officer [Note Taker]

**Chamber - County Hall, Carmarthen – 2.02 – 4.02 PM**

[Note: As per the Chair's discretion, the order of the business on the Agenda was varied to firstly discuss Item 11, followed by all other items as ordered by the published Agenda.]

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

Apologies for absence were received from Professor Ian Roffe (Independent Co-opted Member), Councillor Les George (Powys County Council), and Councillor Simon Wright (Pembrokeshire County Council).

Prior to the commencement of the main agenda items, the Chair welcomed Councillor David Simpson to their first meeting of the Dyfed Powys Police and Crime Panel. The Chair also thanked Councillor Simon Hancock for their dedication and service to the Panel, following the conclusion of their term of office.

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

## 2. DECLARATIONS OF INTEREST

Member	Agenda Item No.	Interest
Mrs H. Thomas	All Items.	Family member is currently serving as a Police Officer with Dyfed-Powys Police. In addition, a family member works at the Living Well Centre in Carmarthen, which benefited from a donation from the Commissioner, as reported under Agenda Item 7.

## 3. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING HELD ON THE 23RD JANUARY 2026

**UNANIMOUSLY RESOLVED** that the minutes of the meeting of the Dyfed-Powys Police and Crime Panel held on the 23rd January 2026 be signed as a correct record.

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

No matters arising from the minutes of the meeting were raised.

## 5. QUESTIONS ON NOTICE FROM PANEL MEMBERS TO THE COMMISSIONER

### 5.1. QUESTION ON NOTICE FROM COUNCILLOR KEITH EVANS

It is proposed by Government that at some point in the future, the majority of cases destined for the courts will not be heard by juries but rather, will be considered by a Judge. It is said that this is being done to expedite the process, instead of individuals being held under a cloud for years in some cases before their cases are heard and their outcome determined.

Is the Commissioner satisfied that the Force has the capacity to provide timely evidence to enable judges to hear these cases sooner and determine their outcome, and has the Commissioner explored these proposals with the Chief Constable to canvas his opinion.

### **Response from the Police and Crime Commissioner**

- Question has been put to the Chief Constable at the most recent Strategic Performance Board meeting and has received comprehensive responses to that question set.
- Important to note that the matters at present are early discussion points from the Ministry of Justice, which are part of a wider network of proposed changes and reforms planned by the current UK Government.

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

- Details of some of these changes have been formally raised, including the recently published Police Reform White Paper. However, others are somewhat unknown, particularly those relevant in a Welsh context, for example, in relation to the potential devolution of youth justice.
- Dyfed-Powys Police are required to adhere to strict deadlines set under the Transforming Summary Justice initiative, and the Case Progression Unit must operate within those deadlines.
- The Case Progression Unit is the team within Dyfed-Powys Police responsible for preparing court files for both Magistrates' and Crown Court levels.
- Regarding the specific questions raised, they primarily concern higher-level judicial decision-making responsibilities. However, the majority of work does not fall within this category, which represents a relatively small proportion of overall case preparation files.
- Allocated court time is provided by His Majesty's Courts and Tribunals Service (HMCTS), and delays are often attributed to insufficient time to manage a high volume of trials. However, cases can also be pulled due to the availability of judicial officials. Consequently, a high proportion of this activity is beyond the direct control of Dyfed-Powys Police.
- Through previous increases in the precept, the Force has been able to ensure investment in their Criminal Justice department, in addition to initiatives such as the File Bill Project launched in September 2025.
- As part of this project, it focuses on ensuring the Criminal Justice Department can support individual officers in promptly improving the quality of files for presentation at court, particularly in instances where the Crown Prosecution Service raises other lines of enquiry. Within the project's first phase, which focused on Domestic Abuse cases success has been noted in improving responsiveness.
- The project's second phase, due to be launched soon, will apply to all types of file cases and is expected to result in a 51% reduction in internal actions undertaken by officers.
- Investment in the stage between the Force's officer investigation and the preparation and presentation of that investigation's case file at Court helps improve the quality of the file and the timeliness of its response. This ensures the Force is in a favourable position to respond to any potential changes.
- A charging authority pilot launched last year, composed of six Forces working with the National Police Chiefs' Council, the Home Office, and the CPS, is another example focused on reducing delays and improving outcomes for victims.
- A joint national inspection by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and His Majesty's Crown Prosecution Service Inspectorate (HMCPPI) in July 2025 examined police and Crown Prosecution Service case-building practices nationally. The inspection further evidence that Forces are taking steps to future-proof their processes amid potential changes by the Ministry of Justice, with a focus on reducing the time taken to progress investigations to court.

The Panel raised a supplementary question regarding the rationale for publishing the reform proposals, to which the Commissioner responded.

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

## 6. PROGRESS REPORT ON POLICE AND CRIME PLAN PRIORITY 2

[NOTE: Mrs H. Thomas having earlier declared an interest in this matter, remained in the meeting during its consideration and voted].

Following the Panel's request to the Commissioner for reports outlining the progress made in delivering the priorities set out in the Police and Crime Plan, members received a progress report related to Priority 2 for review.

In presenting the report on the progress made on the priority objective of 'Supporting Safe Communities by Preventing Harm', the Commissioner noted that significant progress had been made in achieving it, evident through the Force's use of a visible, preventative problem-solving approach to Policing.

Particular reference was made to the Strategic Performance Board's role as an open and transparent forum for monitoring its progress. The Commissioner added further emphasis on improvements in 'Crime volumes, outcomes and data integrity' over the past 18 months, 'Diversion and treatment activities', and the reduction in both shoplifting and anti-social behaviour offences as key indicators of progress on the priority.

The following questions or matters were raised by the Panel:

- In response to a question about ensuring the continuity of provision with Community Safety partnerships, the Commissioner advised that regular dialogue is taking place with relevant individuals within the Force to ensure responsibility is assumed in this area, given that the Chief Constable intends to develop many avenues in relation to these partnerships.
- A question was raised regarding what mechanisms are in place to ensure consistent improvement and performance across all actions within the Priority. The Commissioner advised that various business processes help mitigate these, as the Force's operational landscape, particularly in rural areas, does lend itself to variances emerging. It was further emphasised that the Strategic Performance Board is also a practical forum for discussing these variances and ensuring that work is undertaken to navigate them accordingly.
- The Panel expressed their approval with the transparency and effectiveness of the scrutiny within the Strategic Performance Board, with the Commissioner adding their intention to continue with this approach moving forward.
- The Commissioner advised that the Chief Constable would assume additional responsibilities across Wales in relation to youth justice and ensuring a focus on education to reduce anti-social behaviour and improve behaviour.

**UNANIMOUSLY RESOLVED that the report be received.**

## 7. DECISIONS MADE BY THE POLICE AND CRIME COMMISSIONER

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

[NOTE: Mrs H. Thomas having earlier declared an interest in this matter, remained in the meeting during its consideration and voted].

The Panel considered a report on decisions the Commissioner made between the 5th of August 2025 and the 16th of January 2026.

Section 28 (6) of the Police Reform and Social Responsibility Act 2011 requires all decisions and actions undertaken by the Commissioner to be reviewed in alignment with the discharge of his functions, with reports and recommendations related to those decisions and actions to be made as considered appropriate by the Panel to the Commissioner.

The following questions or concerns were raised by the Panel:

- In relation to the potential impact of disbanding the PCC role, as outlined in the Police Governance Whitepaper, on Tier 2 substance misuse service funding in Hywel Dda Area Planning Board, the Commissioner noted that, as there is no detail on Commissioning within the publication, the impact is currently unclear. Further ambiguity can also be attributed to the devolved nature of Area Planning Boards; however, the PCC assured the Panel of their focus on ensuring provision is in place to maintain continuity in this domain, with an update to be provided to the Panel at a future meeting.
- As it is part of a task and finish arrangement, it is expected that the County Lines research with Aberystwyth University will conclude before the disbandment of the PCC role in 2028.
- The Commissioner noted that work is being undertaken to ensure engagement with the 'Reflective Stickers for Agricultural Vehicles' initiative, which is part of a wider focus by Dyfed-Powys Police on tackling rural crime.
- A question was raised as to why some figures from certain revenue streams were not included in the report. The Commissioner noted that vigilance was required when deciding which figures to disclose for commercial reasons. The Commissioner also stated that a comprehensive report would be presented to the Panel, providing an overview of how revenue generated from these various streams supports prudent investments, as well as a further productivity report on the Force to assess whether these streams provide value for money.
- In relation to investments made for HMICFRS inspections, the Commissioner advised that these investments are intended to help the Force demonstrate a sufficient level of performance across various types of HMICFRS inspections, including thematic and national inspections.

**UNANIMOUSLY RESOLVED that the report be received.**

## **8. POLICING PROTOCOL - PERFORMANCE REPORT**

[NOTE: Mrs H. Thomas having earlier declared an interest in this matter, remained in the meeting during its consideration and voted].

The Panel received a performance report for review in relation to the Policing Protocol Order for Quarter 3 of the 2025/2026 financial year.

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

In presenting the report, a change in performance of several actions had been noted – with 4 moving from Green to Amber, and 1 from Amber to Green. No red performance of actions were noted for the quarter.

The following questions or concerns were raised by the Panel:

- In response to a question regarding whether the shift from Green to Amber for actions including the critical governance functions was related to capacity or timing, the Office of the Police and Crime Commissioner (OPCC) noted that this was primarily an issue of timing. Similar to other actions outlined in the report that changed performance, this timing was attributed to the annual set of activities undertaken by the OPCC, such as the review of the Corporate Governance Framework.
- Upon the Panel's view that some indicators should be listed as Green rather than Amber, both the Commissioner and the OPCC's Chief Executive agreed with this. However, while there was capacity for these to be listed as Green, some aspects underpinning these indicators meant they had to be measured as Amber.
- In relation to website updates, the Panel noted that the Dyfed-Powys Police website appeared to be out of date. The Commissioner noted that this would be fed back to the Force to ensure it is updated as required.

**UNANIMOUSLY RESOLVED that the report be noted.**

## **9. OPCC BUSINESS PLAN - PROGRESS REPORT**

[NOTE: Mrs H. Thomas having earlier declared an interest in this matter, remained in the meeting during its consideration and voted].

The Panel received the progress report of the OPCC's Business Plan for Quarter 3 of the 2025/2026 financial year. The report outlined the progress made in delivering the business plan's requirements in alignment with the priorities of the Commissioner's Police and Crime Plan.

As the activities of the business plan are coordinated on an annual basis, due to the proposed reforms to Police Governance, this is expected to have an impact on how the OPCC undertakes activities contained within the business plan for the upcoming year, due to having to build the necessary capacity to manage the expected changes.

The Panel was assured that the OPCC holds regular meetings and has planned activities to assess the potential impact on the business plan resulting from the proposed reforms, with a focus on ensuring an optimal balance between building capacity to work on transition plans and delivering on the Police and Crime Plan's commitments.

**UNANIMOUSLY RESOLVED that the report be noted.**

## **10. POLICE GOVERNANCE REFORM**

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

[NOTE: Mrs H. Thomas having earlier declared an interest in this matter, remained in the meeting during its consideration and voted].

The Panel received a briefing from the Commissioner outlining the key details of the proposals put forward by the UK Government in its Police Governance reform white paper published on the 26th January 2026.

In presenting the report, the Commissioner acknowledged that the proposals, which focus on a visible, preventative policing approach embedded in local communities with national and central support, are welcomed.

However, certain aspects of the proposals within the publication are harder to appease due to insufficient detail on many variables. This includes the governance of holding Chief Constables accountable and the size of Police Forces, particularly on how reducing the total number of forces or merging Forces will work operationally, constitutionally and contextually in Wales.

The Commissioner noted that the Force had already briefed its workforce internally on the proposed reforms, and that the OPCC had followed suit by publishing an FAQ document.

While it is expected that the proposals will change, the Commissioner stated that they endeavour to make representations to the UK Government to help influence and ensure that the context of Welsh policing is accounted for in any finalised reforms.

In response to a question about whether Panel members could participate in discussions on the proposed reforms, the Commissioner advised that they were unable to identify an appropriate forum at this stage to provide insight and feedback. However, the Commissioner indicated that the Panel would be apprised of any developments and advised that if an opportunity arose to seek the Panel's input.

**UNANIMOUSLY RESOLVED that the briefing be noted.**

## **11. CONFIRMATION HEARING FOR THE APPOINTMENT OF A CHIEF FINANCE OFFICER BY THE POLICE AND CRIME COMMISSIONER**

[NOTE: Mrs H. Thomas having earlier declared an interest in this matter, remained in the meeting during its consideration and voted].

The Panel received a report for consideration and review of the proposed appointment of the OPCC's new Chief Finance Officer (CFO).

Paragraphs 9 to 12 of Schedule 1 of the Police Reform and Social Responsibility Act 2011 require the PCC to formally notify and recommend to the Panel their proposed candidate for the CFO position. The Panel is required to review the proposed appointment and make recommendations as considered appropriate.

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

In alignment with the Panel's statutory function of being able to ask questions relating to the appointment, four formal questions were raised to the proposed candidate on the following themes:

- Qualifications & Skills.
- Leading Strategic Change.
- Leading the Workforce.
- Managing Performance.

The Commissioner's proposed appointment provided comprehensive responses to each of these four questions, citing examples from their extensive experience in Police Finance across these four thematic areas.

Following the responses provided, the Panel were assured that the Commissioner's proposed appointment for the CFO position – Mrs Nicola Davies, had the required skills and experience for the role. As such, the Panel were in favour of confirming the appointment, with the Panel's Lead Officer delegated the responsibility to write to the Commissioner confirming the formal recommendation of appointment.

The Chair, on behalf of the Panel, extended congratulations to the candidate on their appointment and wished them success in their new role.

**UNANAMOUSLY RESOLVED to note the appointment of Mrs Nicola Davies as Chief Financial Officer of the Office of the Police and Crime Commissioner.**

---

**CHAIR**

---

**DATE**

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

## DYFED-POWYS POLICE AND CRIME PANEL

20/05/2026

**Subject:**

PROGRESS REPORT ON POLICE AND CRIME PLAN PRIORITY 3

**Purpose:**

To receive the report and scrutinise the progress made.

**Recommendations / Key Decisions Required:**

To receive the report 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

**Designations:**

Panel Support Officer

**Contact Details:**

Tel: 01267 224018

E-mail: [rjedgeco@carmarthenshire.gov.uk](mailto:rjedgeco@carmarthenshire.gov.uk)

**EXECUTIVE SUMMARY**  
**DYFED-POWYS POLICE AND CRIME PANEL**  
**20/05/2026**

**PROGRESS REPORT ON POLICE AND CRIME PLAN PRIORITY 3**

The Panel has requested that the Police and Crime Commissioner provide it with reports regarding the progress made in delivering the priorities set out in the current Police and Crime Plan.

A copy of the progress report in relation to Priority 3 is attached to this report.

**DETAILED REPORT ATTACHED?**

YES

**Section 100D Local Government Act, 1972 – Access to Information**

**List of Background Papers Used in Preparation of This Report:**

Title of Document	File Ref No.	Location Papers Available for Public Inspection
Host Authority Files	PACP-114	County Hall, Carmarthen

This page is intentionally left blank

## Briefing on progress against the Police and Crime Plan

<b>Purpose:</b>	To inform the Police and Crime Panel on progress made against priority 3 of the Police and Crime Plan
<p>1. The focus of the Commissioner’s Strategic Performance Board on 27<sup>th</sup> January 2026 was performance against priority three (Supporting a More Effective Justice System) of the Police and Crime Plan. Members of the Police and Crime Panel attended the meeting to observe proceedings. A comprehensive report was prepared by Dyfed-Powys Police (DPP) for consideration by the Commissioner. It included data from the Commissioner’s office, commissioned services and DPP. Attention was focussed on areas currently impacting service to the people of the DPP area, including:</p> <ul style="list-style-type: none"> <li>○ <b>Crime volumes, outcomes and data integrity</b> <ul style="list-style-type: none"> <li>▪ A detailed discussion was had in relation to the national priority of reducing neighbourhood crime, including burglary, robbery and theft offences. It was acknowledged that in categories with low numbers, large variations in percentages could be seen. However, a proportion of the changes in volumes was reported to be due to crime recording inaccuracies identified through the Force’s audit activity. One example was theft of a vehicle, which had been identified as an issue previously. The PCC sought assurance that the matter would be resolved.</li> <li>▪ The Assistant Chief Constable (ACC) explained that every theft from the person, robbery and burglary were reviewed in detail at their weekly performance meetings to identify any wider community and victim impacts and investigative approaches, which influenced local neighbourhood policing activity where necessary. They did however consider that further work was required to understand the decline in theft from vehicles.</li> <li>▪ The CC considered it was not acceptable that the unit set up to uphold recording standards wasn’t doing so and that this would be monitored more closely through the ACC’s weekly meetings. The Assistant Chief Constable also provided an update on plans to introduce Artificial Intelligence (AI) and an improved triage process to support better crime recording in the next 12-18 months.</li> </ul> </li> </ul>	

- **Call Handling**
  - The PCC was pleased with the sustained performance within the Force Communication Centre. Chief officers also reported that culture was very good, with no concerns identified through a recent Investors In People assessment.
  - The PCC's Chief Executive sought further detail on the performance of Welsh language call handling, with the PCC suggesting that there should be a focus on Welsh language standards compliance at a future meeting of his Policing Board.
- **Response**
  - The PCC noted that generally the Force were arriving at immediate calls on average within 15 minutes, and 80% within the 20 minute target. He drew attention to the areas of Lampeter and Radnorshire which had been highlighted at the previous meeting. The CC explained a pilot of providing officers with laptops to reduce the need to return to stations to complete paperwork, which anecdotally was proving successful. The Force would be monitoring the impact on response times, which the PCC will seek assurance on as the results became known. Work was also ongoing to explore more optimal resourcing models, which was due to report in early April. The CC assured that he would share the outcome of the work with the PCC at the appropriate time. The ACC also provided reassurance that all 'outlier' calls i.e. those breaching the attendance target were reviewed to understand the reasons behind the apparent delay. An example of one reason for missing the target is when further information is received that upgrades the call from priority (within 1 hour) to immediate (20 minutes) dispatch, meaning the immediate target will likely already have passed. It was considered that it would be useful to have this information detailed in the public reports to assist public understanding.
  - The PCC raised the matter of crimes being investigated remotely and members of the public stating they had not heard from the police, despite the investigation progressing. The ACC explained the triaging process that determines if a resource will be deployed but stated that follow up contact should happen.
  - The ACC reported that the Force's new approach to shoplifting had resulted in a 25% reduction in shoplift demand alongside an increase in charge rates. They went on to describe a detailed retail engagement strategy, including large national and smaller local retailers. The PCC

- requested that the Association of Independent Retailers also be included in this engagement.
- **Crime recording**
    - The CC drew particular attention to the significant improvements made to child and adult at risk audits which was now maintaining consistently over 90% compliance. This was coupled with 98% of strategic discussions occurring within 24 hours, ensuring timely safeguarding of the most vulnerable.
  - **Outcomes**
    - The PCC sought to understand the shift in outcomes, in particular adult community resolutions which had reduced. The CC agreed to look into this further.
    - The CC provided reassurance that evidence-led prosecutions were being considered where it was appropriate to do so when victims did not support further action.
    - Reassurance was sought in relation to the relationship between recorded outcomes and referrals to support services and diversionary activity. The CC agreed to raise this through the Force's auditing activity to understand what was being captured.
  - **Serious and Organised Crime**
    - Chief officers provided reassurance through detailing their approach to tackling organised crime groups, emphasising the importance of community intelligence. It was agreed that it was important for the public to understand how their information is used to support enforcement action.
  - **Neighbourhood Policing**
    - Chief officers provided a detailed explanation of their work towards delivering the UK Government's neighbourhood policing guarantee, reassuring that the additional officers would result in increased visibility. The evaluation of this will feed into the CC's annual productivity report which was due to be published in the coming months.
    - The PCC requested that he be provided with the detailed breakdown of the neighbourhood structures to ensure he was well informed when visiting communities. The ACC confirmed a detailed communications plan was in development to ensure the public and internal audiences were informed of developments. The importance of ensuring varied communication methods was emphasised, to ensure communication caters for the breadth of communities' needs.

- **Children**
    - The CC noted that the voice of the child data presented appeared to be lower than he would expect and was not in line with reports he had previously received. He agreed to take the information away to consider further.
    - The PCC noted the positive impact of the new reachable moments pilot project working with children entering custody. He was reassured that actions were being taken to resolve some teething issues in terms of consistency of service, such as during periods of sick leave.
    - A rise in the number of in children staying in custody overnight in Pembrokeshire was discussed, with reassurance provided that a Problem Oriented Policing (POP) plan was in place to deal with recurrent antisocial behaviour of a small group of children. The lack of secure accommodation for children had been long reported as an issue across Wales. The ACC identified this was also an issue for serious offenders, and as such a sub-group had been established under the multi-agency public protection board to look at holistic housing issues.
    - The PCC requested that he receive an update on the Cadets scheme at the next meeting of the Policing Board.
  - **Rural crime**
    - The CC provided an overview of the development of a new rural crime strategy and the Force's engagement with farming unions.
2. The Commissioner was assured that overall performance was improving and the DPP leadership team had good oversight of operational performance and delivery.
  3. The complete reports have been attached to this briefing.

<b>Enclosures:</b>	<p>Link to the published performance report:  <a href="https://www.dyfedpowys-pcc.org.uk/media/ijqjwcoi/spb-external-report-jan-2026.pdf">https://www.dyfedpowys-pcc.org.uk/media/ijqjwcoi/spb-external-report-jan-2026.pdf</a></p> <p>Link to the graphic of progress against national measures:  <a href="https://www.dyfedpowys-pcc.org.uk/media/1b3pebch/jan-26-national-measures.pdf">https://www.dyfedpowys-pcc.org.uk/media/1b3pebch/jan-26-national-measures.pdf</a></p>
<b>Prepared by:</b>	Claire Bryant, Head of Strategy and Policy 04/05/2026

## DYFED-POWYS POLICE AND CRIME PANEL

20/05/2026

**Subject:**

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

**Report Author:**

Robert Edgecombe

**Designations:**

Panel Support Officer

**Contact Details:**

Tel: 01267 224018

E-mail: [rjedgeco@carmarthenshire.gov.uk](mailto:rjedgeco@carmarthenshire.gov.uk)

**EXECUTIVE SUMMARY**  
**DYFED-POWYS POLICE AND CRIME PANEL**  
**20/05/2026**

**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 Preparation of This Report:**

Title of Document	File Ref No.	Location Papers Available for Public Inspection
Host Authority Files	PACP-114	County Hall, Carmarthen

This page is intentionally left blank

**Decisions made by the Commissioner (including those made at Policing Board) from the 17<sup>th</sup> January 2026 to the 30<sup>th</sup> April 2026**

Title & Summary	Date
<p align="center"><b>Youth Offending Teams Funding offer 2026/27</b></p> <p>Further to decision DLI 383, the Commissioner has agreed to provide additional funding of £40,000 to the Youth Offending Teams across Dyfed-Powys. This is an uplift to the agreed budget of £125,000 allocated to the 2026/27 financial year. This is in line with the additionality provided in 2025/26.</p> <p>The total 2026/27 funding allocation that will be distributed to the Youth Offending Teams within Carmarthenshire, Ceredigion, Pembrokeshire and Powys is £165,000.</p> <p>The Youth Offending Teams will continue to work with partners including Dyfed-Powys Police and Local Authority departments (family support, children’s services, youth services, education departments and community safety partnerships) as part of service delivery.</p>	<p align="center">5<sup>th</sup> February 2026</p>
<p align="center"><b>Dyfed-Powys Stalking Advocacy Service</b></p> <p>Following a successful ongoing pilot (as per DL 401), the Commissioner has agreed to formally procure a Stalking Advocacy Service within Dyfed-Powys.</p> <p>The current pilot project is due to end in August 2026. The procurement exercise will commence in February 2026 with an expectation that the preferred provider will deliver from September 2026.</p> <p>Data gathered through the pilot and police feedback has evidenced a strong need for this service.</p> <p>The Commissioner has agreed to fund this service at £40,000 per year. The procurement contract length will be agreed through the tender process.</p> <p>This activity aligns with the Police and Crime plan priority of supporting victims and preventing harm.</p>	<p align="center">5<sup>th</sup> February 2026</p>
<p align="center"><b>Fuming Cabinet</b></p> <p>The Fingerprint Development Unit (FDU) holds UKAS accreditation for the fingerprint enhancement process of superglue fuming. This process relies on the use of fuming cabinets to effectively develop fingerprints on crime scene exhibits. The large cabinet now needs to</p>	<p align="center">17<sup>th</sup> February 2026</p>

<p>be upgraded to ensure that the FDU can continue to provide the current service.</p> <p>In order to maintain accreditation for any process it is important that when equipment is replaced/upgraded that it follows the same working method as what has already been validated and accredited.</p> <p>The PCC approved the recommendation to award the contract to Foster &amp; Freeman for a contract value of £27,065.12.</p>	
<p style="text-align: center;"><b>Laptops and 4 Year Support</b></p> <p>The computer market has been severely impacted by major cost and lead time pressures due to the availability and production capacity for major computing components, at least in the short to medium term.</p> <p>A review of stock available was undertaken which identified one supplier under the Welsh Government framework.</p> <p>The PCC approved the purchase of laptops from Centerprise. The cost is £58,623.50.</p>	<p>17<sup>th</sup> February 2026</p>
<p style="text-align: center;"><b>New Laptops Contract and 4 Year Support</b></p> <p>As part of the Home Office Police Efficiency &amp; Collaboration Programme (PECP), BlueLight Commercial, in partnership with Crown Commercial Services (CCS), launched an End User Device (EUD) national laptop procurement aggregation exercise for the 2025/2026 financial year. The tender was conducted as an aggregation.</p> <p>Following conclusion of the national aggregation exercise under PCEP the PCC approved the recommendation to award the contract to SCC for supply of Laptops. The cost of this contract is £204,351.19.</p>	<p>17<sup>th</sup> February 2026</p>
<p style="text-align: center;"><b>Desktops, Laptops and 4 Year Support</b></p> <p>The computer market has been severely impacted by major cost and lead time pressures due to the availability and production capacity for major computing components, at least in the short to medium term.</p> <p>The ICT department have reviewed device requirements for financial year 2026/7 for both laptop and desktop computers with the aim of purchasing sufficient devices for 2026 prior to any further price increases.</p> <p>The PCC approved the purchase from Centerprise for supply of Desktops and Laptops. The cost is £366,350.90.</p>	<p>24<sup>th</sup> February 2026</p>

## **Precept Equality Impact Assessment**

9<sup>th</sup> March  
2026

Following a review, the PCC approved the 2026/27 Precept Equality Impact Assessment.

### **Strategic Command Centre (SCC) LED Lighting**

9<sup>th</sup> March  
2026

The existing lighting system in the SCC is proving difficult to maintain due to the redundancy of the fittings and the unavailability of parts. It is proposed to replace the existing light fittings and controls with a system which will be compatible with the current Organic Response software (Whitecroft) utilised in the Main Building & FCC, so that there is one platform which provides all the necessary management information.

The new luminaires will be high-efficient LED DALI luminaires & will provide heat mapping data for occupancy patterns and will reduce energy consumption by offering daylight harvesting, dimmable light scenes where required and presence/absence detection. The system will be able to run real-time diagnostic reports and produce periodic & annual emergency lighting tests and reports to meet the requirements of BS 5266-1: 2016. This will ensure that DPP are compliant with fire safety regulations in respect testing/checking of escape lighting. The proposal includes all internal & external lighting.

Following an evaluation process, the Estates Department recommendation was to award the contract to John Weaver (Construction) Ltd for the LED lighting works at the SCC building, DPP Headquarters at cost of £483,110.03. Approval was also requested to expend the 15% contingency if required, up to an overall value of £555,576.53 against the budget. This is based on financial cost evaluation, contract terms, route to market and timely delivery of the works with escalating material costs.

The PCC approved the recommendation to award the contract to John Weaver (Construction) Ltd for the LED lighting work at the SCC building at an overall value of £555,576.53.

### **EV Charging**

16<sup>th</sup> March  
2026

The CHARGE project is a Police Collaboration Wales Project bringing together the requirements of The Police and Crime Commissioners for South Wales, Gwent, Dyfed Powys and North Wales. The CHARGE project aims to deliver a fully interoperable Electric Vehicle (EV) charging infrastructure across the four police forces in Wales.

The project will maximise operational benefits, encourage knowledge sharing in this rapidly evolving area, and support the achievement of Government Net Zero targets.

The PCC approved the recommendation that the contract for EV Charging is awarded to SEE Services for a value of £349,065, subject to site surveys and DNO requirements.

**Creation of Senior Police Staff Post- Finance Department Restructure**

24<sup>th</sup> March  
2026

The Corporate Governance Framework requires the Chief Constable to report to Policing Board where a Police Staff Post of salary scale K or above are created or deleted.

The Director of Finance had undertaken a review of the Finance Department with a proposal to introduce on a temporary basis 2 x Head of section posts instead of the current 1 x Head of Corporate Finance post. This is proposed to provide a more resilient Finance Department and a stronger succession plan. It is intended that these posts be advertised on a temporary basis for a period of 2 years.

The review has resulted in the following change:

Head of Financial Accounting and Exchequer Services– Salary Grade “K” (69,084 - £73,599) – This post would act as the Deputy Section 151 Officer in the absence of the Director of Finance – No additional cost as it would temporarily replace the Head of Corporate Finance post

Head of Financial Management – Salary Grade “K” (69,084 - £73,599) This post would act as Deputy CFO to the OPCC in the absence of the Chief Finance Officer. The increase would be managed financially by uplifting one of the Senior accountant roles from salary grade “I” to “K” Resulting in an increase cost of £13,084

The Board discussed the restructuring of the Finance department within the Force. The PCC agreed the proposed temporary changes to the Finance Department and to introduce on a temporary basis 2 x Head of section posts instead of the current 1 x Head of Corporate Finance post.

**Brecon Custody**

15<sup>th</sup> April  
2026

DPP has a contract for the provision of Forensic Medical Services (Custody - HCPs) with Mitie Care & Custody. The current operating model provides embedded healthcare provision to Dafen, Haverfordwest, Aberystwyth, and Newtown. Brecon remains the only custody suite without embedded provision.

It is proposed to provide embedded HCP provision in Brecon to address risk, resource and staff welfare considerations.

The PCC approved the recommendation to vary the current contract with Mitie - Care & Custody to embed HCP provision within Brecon Custody for the remainder of the existing agreement which will currently expire on 31 October 2028.

**Service provision for victims of Police Perpetrated Domestic Abuse**

22<sup>nd</sup> April  
2026

In 2022, the recommendations from the Joint investigation by HMICFRS, College of Policing and Independent Office for Police Conduct, published in their report titled "Police Perpetrated Domestic Abuse (PPDA) – Report on the Centre for Women’s Justice super-complaint" included that Police and Crime Commissioners, the Ministry of Justice and Chief Constables were to make sure their provision of domestic abuse support services and guidance is capable of meeting the specific needs of all nonpolice and police victim/survivors of PPDA.

The PCC has already ensured that service provision including the Independent Domestic Violence Advisory Service (IDVA), Independent Sexual Violence Advisory Service and Multi-Crime Victim Service provide support for as long as necessary.

This includes post criminal investigation. There are occasions when criminal matters may be No Further Action, but conduct matters are still progressed. The impact on a victim of PPDA is ongoing, and they are likely to require support through the conduct regime. Victims are still exposed to cross examination and stresses during misconduct hearings. The service will therefore continue provision of support until the conclusion of the misconduct or similar processes until the victim has a reduced level of risk and can be safely exited from the service.

OPCC officers and colleagues from Dyfed Powys Police have also been in ongoing discussion with service providers to explore how best to support victims of PPDA.

It is proposed that from 1st April 2026, Dyfed Powys utilises the TABW service available in South Wales and Gwent to pilot a referral pathway for victims from Dyfed Powys. The service was established as a bespoke response to the original recommendations and is able to expand delivery into the region by providing an IDVA role based in Dyfed Powys.

The cost of the Dyfed Powys element of the service is £43,187 per annum reflecting the staffing, supervision and management required for the cohort of victims. This will be provided from the PCC’s commissioning budget.

The pilot will be evaluated during 2026/27 to assess volume of demand and levels of service required.

The PCC approved the funding of £43,187 for 2026/27 to provide support for victims of Police Perpetrated Domestic Abuse in Dyfed Powys.

**Uplift of funding to Pembrokeshire People First**

22<sup>nd</sup> April  
2026

In 2021, the Ministry of Justice awarded additional funds via PCCs to service providers within the VAWDASV sector, to recognise the increased costs of service provision and the increased demand and volume of referrals experienced as a result of the Covid 19 pandemic.

Since 2022, this has been delivered via a grant agreement utilising MOJ funding. From April 2026, the MOJ have applied a 2% uplift to this fund, to be repeated in 2027/28. The PCC has ensured that this uplift is passed onto each service provider in receipt of the ring-fenced funding.

A business case was received from Pembrokeshire People First to evidence that service provision costs have increased in excess of 2% since the initial award of funding from the MOJ. The business case has been considered by the Chief Finance Officer and the Director of Commissioning and Partnerships and is considered to provide evidence to justify an additional uplift. The original award was £4,800. The request received was for a total annual sum of £15,910. £13,167 was for staffing costs and was supported by evidence of volume and complexity of cases supported. The funding has not been increased since the original grant agreement was awarded in April 2022.

In 2024/25 the service supported 29 members who had been victims of domestic or sexual violence. In 2025/26, the service has supported 42 members, with over 600 hours of support delivered. The service has also secured access to a specialist counsellor trained in learning disabilities and autism.

It is proposed that the staffing uplift to a total annual sum of £13,167 be incorporated into the grant agreement between PCC and Pembrokeshire People First from 1st April 2026.

The PCC approved the funding of £13,167 per annum for 2026/27 and 2027/28 for Pembrokeshire People First.

**Uplift of funding to Carmarthenshire Domestic Abuse Service**

22<sup>nd</sup> April  
2026

In 2021, the Ministry of Justice awarded additional funds via PCCs to service providers within the VAWDASV sector, to recognise the increased costs of service provision and the increased demand and volume of referrals experienced as a result of the Covid 19 pandemic.

Since 2022, this has been delivered via a grant agreement utilizing MOJ funding. From April 2026, the MOJ have applied a 2% uplift to this fund, to be repeated in 2027/28. The PCC has ensured that this

uplift is passed onto each service provider in receipt of the ring-fenced funding.

A business case was received from Carmarthenshire Domestic Abuse Service to evidence that service provision costs have increased in excess of 2% since the initial award of funding from the MOJ. The business case has been considered by the Chief Finance Officer and the Director of Commissioning and Partnerships and is considered to provide evidence to justify an additional uplift. The original award was £35,056. The request is for an additional £4004 in 2026/27 and £3776 in 2027/28. This equates to an uplift of approximately 11%, 9% above the MOJ uplift provided.

In 2023/24 the service supported 93 clients, increasing to 113 in 2024/25 and 115 in the first 11 months of 2025/26. The funding has not been increased since the original grant agreement was awarded in April 2022.

It is proposed that the uplift be incorporated into the grant agreement between PCC and Carmarthenshire Domestic Abuse Service from 1st April 2026. The PCC approved the additional funding of £4004 in 2026/27 and £3776 in 2027/28 for Carmarthenshire Domestic Abuse Service.

**Donation to Hay, Brecon and Talgarth Sanctuary for Refugees (HBTS4R) 2026**

22<sup>nd</sup> April  
2026

Further to the donation awarded by the Commissioner in 2024 (decision log DL|333 refers), a further request for support has been made in 2026.

HBTS4R is hosting a Welcome Day on Sunday 17th May 2026 in Talgarth, Powys. The welcome day is delivered by a series of groups working in partnership including Talgarth & District Regeneration Group, Talgarth Visitors Centre, Friends of Talgarth Library along with staff and parents of Ysgol y Mynydd Du.

Refugees living in Dyfed-Powys and wider urban locations across Wales are invited to this event which will provide an insight into the rural communities of Dyfed-Powys and the Bannau Brycheiniog National Park.

The event aims to deliver a warm welcome at a time when community cohesion and issues around asylum are a subject of intense scrutiny.

The event supports the Police and Crime Plan priority of Preventing Harm.

The PCC approved the recommendation to donate £250 from the Sale of Found Property Fund to support the HBTS4R Welcome day on 17th May 2026.

### **VAWDASV Blueprint Funding 2026/27**

22<sup>nd</sup> April  
2026

Welsh Government has undertaken a restructuring of its VAWDASV resourcing. This presented a timely opportunity to reassess Blueprint resourcing arrangements, particularly in light of significant workforce changes.

The strategic partnership between policing and Welsh Government remains essential. Despite uncertainty regarding the future PCC model, VAWDASV will continue to be a critical policing priority. Ensuring continuity, stability and clarity within current partnership arrangements will be vital throughout the transition period, as a new Government is to be formed.

In 2022, the four Welsh PCCs agreed a three-year joint financial contribution to support the VAWDASV Blueprint Resource Team, aligned to Welsh Government's commitment.

The proposed approach is to roll over the £63,000 underspend, to mitigate the risk/ impact of the delay in drawing down WG funding and reduce PCC contributions in 2026/27.

The PCC approved the recommendation to reduce overall PCC contributions from £40,000 to £20,000 in 2026/27.

### **Corporate Governance Framework 2026/27**

28<sup>th</sup> April  
2026

A revised version of the Corporate Governance Framework was presented to Policing Board by OPCC Chief Executive for official sign off by the Board.

The Framework had been through a process of consultation from Senior Managers and Leaders within the organisations so that it was reflective of practice and legislation changes that needed to be incorporated within the Framework.

Members of the Joint Audit Committee have also provided feedback on the Framework, and this have been incorporated into the revised version.

The Framework sets out the principles, structures and processes by which the Office of the Police and Crime Commissioner (OPCC) and Dyfed Powys Police (DPP) will be governed, both jointly and separately.

The Board approved the revised Corporate Governance Framework for 2026/27.

## DYFED-POWYS POLICE AND CRIME PANEL

20/05/2026

**Subject:**

POLICING PROTOCOL – PERFORMANCE REPORT

**Purpose:**

To review the performance of the Police and Crime Commissioner against the requirements of the Policing Protocol Order.

**Recommendations / Key Decisions Required:**

To review the performance 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

**Designations:**

Panel Support Officer

**Contact Details:**

Tel: 01267 224018

E-mail: rjedgeco@carmarthenshire.gov.uk

**EXECUTIVE SUMMARY**  
**DYFED-POWYS POLICE AND CRIME PANEL**  
**20/05/2026**

**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.

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 Preparation of This Report:**

Title of Document	File Ref No.	Location Papers Available for Public Inspection
Host Authority Files	PACP-114	County Hall, Carmarthen

This page is intentionally left blank



## **Police and Crime Commissioner for Dyfed-Powys – Policing Protocol Order**

### **Quarter 4 2025/26 Summary Performance Report**

## Introduction

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.

In order to demonstrate compliance with the Policing Protocol Order 2011 the Office of the Police and Crime Commissioner for Dyfed-Powys developed a health check that 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 points of action by various business areas within the OPCC. Four 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 health check 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 Q4 of the financial year 2025/26 (January, February and March 2026).

### RAG status comparison

This Quarter has seen the change in performance of 3 actions which have changed from Green to Amber. The amendments are explained below:

Welsh Language Standards – one complaint was received and rectified within the quarter, and feedback from the Welsh Language Website Monitoring Report has resulted in some minor remedial action which is due to be undertaken by the IT department in the next quarter.

Framework for the provision of crime and disorder grants – work is underway to review and adapt processes to provide distinct funding rounds rather than the previous all year open funding opportunities.

Proactively promote and raise awareness of commissioned services – no articles relating to commissioned services were published during Q4. However, end of year infographics and service provision video and leaflets are in the process of being completed and will be published on the OPCC website.

### **Summary:**

Of the 50 action areas:

	Qtr 1	Qtr 1 %	Qtr 2	Qtr 2 %	Qtr 3	Qtr 3 %	Qtr 4	Qtr 4 %
Red	0	0%	0	0%	0	0%	0	0%
Amber	8	16%	10	20%	13	26%	11	22%
Green	42	84%	40	80%	37	74%	39	78%

**Detailed Action Updates**

**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 4 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)	Green	The Police and Crime Plan for 2025-2029 was published in January 2025. OPCC delivery is monitored through the OPCC Business Plan and DPP delivery via Strategic Performance Board reporting.
Development of a Police and Crime Delivery Plan to support the achievement of the objectives as set out in the Police and Crime Plan	Green	The OPCC's four year business plan has been reviewed extensively by the OPCC to identify where capacity can be released and what activity required reprioritising to facilitate incoming work resulting from police landscape reform. The revised 2025-29 business plan has been approved by the PCC, re-published and has been shared with the Police and Crime Panel.
Review the Police and Crime Plan to ensure it remains fit for purpose	Green	The OPCC has worked with DPP to review the performance framework which monitors delivery of the Police and Crime Plan to ensure metrics requested and reported on are the most appropriate and reflective of current activity. This, coupled with the OPCC's review of the business plan, has ensured that the Police and Crime Plan remains accurate and deliverable.

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

Action Required	RAG	Quarter 4 Progress Update
There are formal governance arrangements in place to support effective scrutiny		<p>As detailed above, the OPCC and Force have worked together to review the performance framework which supports the Strategic Performance Board focus, to ensure the reports and meetings are as effective as possible.</p> <p>The first Select Committee is drawing to a conclusion, with the finalised report due to be published imminently. An internal review of the process has been undertaken, which has included gathering views from participants and Committee members. As a result of this feedback, the Commissioner's next area of focus for review, road safety, will be considered through a multi-agency roundtable approach. This will streamline the resources needed to facilitate and will make best use of the structures and activity already in place for road safety.</p>
Development and annual review of Corporate Governance Framework		<p>An annual review was conducted and considered by the Joint Audit Committee at their meeting of 31<sup>st</sup> March 2026. The finalised revised Corporate Governance Framework was due to be signed off by the CC and PCC at a meeting of the Policing Board on 28<sup>th</sup> April.</p>
Establish a risk-based, forward-looking schedule of activity to support improvements in Force performance		<p>The OPCC aims 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 liaises with the relevant department within the Fore to obtain a response to the recommendations and observations raised by the</p>

		<p>scrutiny panels. Once approved the finalised report is translated and published on the OPCC website.</p>
<p>Ensure the public's views are represented in the PCC's scrutiny work</p>		<p>During this period the Out of Court Resolution (OOCR) panel, Quality Assurance Panel (QAP), Independent Custody Visitors (ICVs), Custody Independent Scrutiny Panel (CISP) &amp; POP (Problem Oriented Policing) scrutiny panels all met.</p> <p>The OOCR panel reviewed cases of shoplifting at their March meeting. 16 (8 Adult and 8 Youth cases) were considered. Overall, the Panel determined that out of the 8 adult cases considered, 5 were an appropriate use of the policy, 2 were appropriate but with reservations and 1 was considered inappropriate. For the youth cases the Panel determined that 7 were appropriate and 1 was appropriate but with reservations. The next meeting will be held in June and will focus on Assaults on Emergency workers.</p> <p>One QAP meeting took place in January where the panel reviewed a random selection of 6 vehicle stop and search incidents. Members considered a selection of stop and search forms and their accompanying Body Worn Video footage. A further QAP meeting was held in March where the Panel considered a selection of 8 Force Communication Centre (FCC) calls in relation to rural crime.</p> <p>The ICV panel met in January to review their quarter 3 statistics. The Custody Independent Scrutiny Panel was also held within February, focusing on Ethnic Minorities in custody. 19 cases were considered in total.</p>

		The POP scrutiny panel met in February to review the responses and any actions taken by the Force following their earlier assessments.
Oversight and implementation of external inspectorate’s recommendations		No publications were released during this quarter which required a statutory response.

**17c) Hold the Chief Constable to account for the performance of the Force's officers and staff**

Action Required	RAG	Quarter 4 Progress Update
Development of a performance framework and structure that allows a greater understanding of the Police and Crime Plan outcomes		A full year's cycle of Strategic Performance Boards concluded in January 2026. The OPCC continues to work closely with DPP to refine and improve the performance framework as data availability matures.
There are formal governance arrangements in place to hold the Chief Constable to account for the performance of officers and staff		Formal governance arrangements are in place to hold the Chief Constable to account for the performance of officers and staff via Policing Board and the Strategic Performance Board.
Chief Constable's Professional Development Review		Professional Development Review discussion held between the PCC and Chief Constable in April 2025 in relation to performance at the commencement of Ifan Charles' tenure as Chief Constable. Whilst priorities will remain as initially agreed for the remainder of the first year, the PCC recognised the considerable progress which has been achieved by Ifan since his formal appointment in October 2025.

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

Action Required	RAG	Quarter 4 Progress Update
Inform PCC's decision in respect of the precept		The precept for 2026/2027 was considered by the Police and Crime Panel in January 2026 and was unanimously supported. This was the culmination of detailed work that was undertaken throughout 2025/2026, including discussions with the Police and Crime Panel and subsequent meetings with the Police and Crime Panel's Precept Sub-Group. Work will continue during 2026/2027 on the precept for 2027/2028.
Setting of Medium-term financial plan (MTFP)		The MTFP for 2026/27-2030/31 has been finalised and work will commence in July to progress the MTFP for 2027/28.
Funding of capital programme to provide force with appropriate assets to deliver effective policing services		A detailed review of the capital investment required has been undertaken in preparing MTFP. The Capital programme has been revised to reflect the requirements on the Force and documented within the MTFP. Detailed work has continued to further develop the longer term (10 year) capital programme which forms part of the MTFP, Capital Strategy and Treasury Management Strategy. The MTFP was considered by the Police & Crime Panel and supported by members.

**17e) Appoint the Chief Constable**

Action Required	RAG	Quarter 4 Progress Update
Appointment of Chief Constable		The Police and Crime Commissioner presented Ifan Charles as his preferred candidate to the Police and Crime Panel on the 7 <sup>th</sup> October 2025. The Panel confirmed the appointment and Ifan Charles was appointed substantively into the role of Chief Constable with immediate effect.

**17f) Remove the Chief Constable**

Action Required	RAG	Quarter 4 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 4 Progress Update
Ensure the delivery of Value for Money		Robust governance arrangements are now fully embedded into the Force to ensure value for money. The Projects and Funding Group, Change and Productivity Board together with support from the Service Improvement Unit and Finance Business Partners in preparing business cases, benefits

		<p>and evaluation ensures all investment is fully analysed before approval is considered.</p>
<p>Statutory compliance of estates ensuring fit for purpose for operational use</p>		<p>The Estates and HSE team continue to carry out structured joint monthly assessments of statutory compliance ensuring that high compliance standards result. This is an independent mechanism continues to provide the reporting of compliance to the governance OEG/SEG and Health and Safety Board meetings.</p>
<p>Explore opportunities to reduce environmental impact</p>		<p>The Sustainability Steering Board continues to operate under the chair of Director of Finance and continues to prioritise key initiatives and strategies to achieve Net Zero by 2050, with education and awareness around sustainability being a key priority to develop the need to decarbonise and for the workforce to understand where and how they can support the Force with its sustainability commitments. The Sustainability Officer continues to work with departmental managers and champions to increase awareness, develop training packages, and Decarbonisation Action Plans to track and monitor carbon mitigation across the force.</p> <p>Key deliverables outcomes in the last period include:</p> <ul style="list-style-type: none"> <li>• 14 ADAPT action plans developed with 146 decarbonisation / sustainability improvement actions.</li> <li>• Three more sustainability training courses held, totalling 86 staff currently sustainability trained through funded courses.</li> <li>• Delivered further in-house sustainability training to FCC staff.</li> <li>• Developed a tool to calculate the top carbon value contracts to prioritise sustainability evaluations of contracts.</li> </ul>

- Linked with the Heritage Group to develop the memorial garden to improve biodiversity.
- First biodiversity survey lunch and learn sessions planned for May.
- Progressing with meeting the Healthy Travel Charter commitments.
- Outlined the programme for the Sustainable Travel Campaign.
- Developed a draft Station Sustainability Audit and Inspection list which is to be aligned with the current ISO14001 standard.
- HQ Solar Farm Project - final business case was concluded and presented at Strategic Estates Group, Chief Officer Group (COG) and OPCC Executive in the month of March for approval to proceed.
- HQ SCC LED Lighting installation project – tender approved, vetting approved and scheduled for 18<sup>th</sup> May to 7<sup>th</sup> August 2026.
- Aberystwyth LED Lighting installation project – tender report reviewed and deferred for delivery until 26/27.
- Haverfordwest Police Station (Excl Custody) heating and hot water system improvement project – project works progressing well, due for completion 29<sup>th</sup> May 2026.
- Participation in the All-Wales CHARGE EV (Electric Vehicle) Project – tenders report finalised for approval by all Welsh Forces. Site visits and quotes received for each site to allow progress in the next period.
- Hay on Wye Collaboration with Mid and West Wales Fire and Rescue Service carried out which now concludes the 6 sites, reducing carbon and cost pressures on both organisations while maintaining a presence in each town.
- Business case to co-locate and collaborate with Powys County Council in Ystradgynlais was presented for approval at Strategic Estates Group. This was approved and is now being progressed at COG and OPCC Executive.

- New cleaning contract with reduced carbon footprint and cleaning chemicals. Washroom paper towels removal replaced.
- Thermostat installed in Carmarthen station.
- Training for all of the Maintenance Technicians on sustainability awareness.
- Decentralisation of hot water for the Accommodation Block sinks and shower.
- Fleet have placed a Hyundai Kona into driver training full time, with good feedback from officers attending training.
- Eight members of the fleet team have completed the one-day sustainability training.
- Toilet HQ Main Building refurbishment to include point of use electric hot water and hand dryers in place of paper towels.
- Collaboration with Powys County Council for a new Vehicle Maintenance Unit garage in Brecon - heads of terms being negotiated.

Key focus for the next period includes:

- Complete Sustainability Inspections and Audits for stations that align with ISO14001.
- Complete Greenhouse Gas (GHG) reporting for financial year 2025/26 using the new National GHG reporting tool.
- Continue to develop departmental Adaptable Decarbonisation Action Plan Trackers.
- Develop sustainability lunch and learn sessions.
- Host biodiversity survey sessions.
- Run a biodiversity volunteer session through the Biodiversity Improvement Group.

		<ul style="list-style-type: none"> <li>• Complete a section 6 biodiversity report and action plan.</li> <li>• Run an active travel competition.</li> <li>• Run the sustainable travel campaign.</li> <li>• Develop actions to achieve outstanding Healthy Travel Charter commitments.</li> <li>• HQ Solar Farm Project delivery.</li> <li>• SCC LED lighting project mobilisation.</li> <li>• Planning Room thermostats to be applied across IoT LoRaWAN installed sites.</li> <li>• Catering contract currently being finalised with wider sustainability initiatives and KPIs.</li> <li>• Mobilisation of the new Ystradgynlais base with change of use planning as the first step.</li> <li>• Progress Brecon VMU to business Case stage.</li> <li>• Delivery of full EV cell van which will initially go to driver training.</li> <li>• Delivery of 50 EV 104 hybrids will mean that 37% of Dyfed Powys fleet will be EV or Hybrid.</li> </ul>
<p>Explore and maximise external funding opportunities</p>		<p>The following Home Office and Welsh Government funds have been delivered via grant contracts for 2025/26 totalling £1,227,987.76.</p> <p><b>Hotspot Action Fund - £996,293.37</b></p> <p>Grant funding has concluded with delivery partners achieving their expected outcomes. One of the fund conditions included meeting a minimum of 9,000 patrolling hours across all partners within the 12 month funding period. Across all partner patrols, the total patrolling hours equalled 14,320. Visible patrols will continue until March 2026 – these are being delivered by Police Officers/PCSOs. Quarter 4 strategic</p>

and tactical board meetings were well represented by all partners and strong evidence of multi-agency collaboration featured heavily in these discussions.

The Home Office have confirmed that this funding has ceased and will not be providing Hotspot funding during 26/27.

**Serious Violence Duty Fund - £184,691.39**

14 out of 15 interventions have delivered as outlined in their original proposals. One intervention was not delivered as a result of the project leads' ill health and absence from work.

The OPCC commissioned the consultancy services of Crest Advisory who delivered a partnership workshop and individual interviews with statutory partners in Q4. Crest has delivered a report of their activity at the end of Q4 – this has been shared with partners and their recommendations will be explored in detail during Q1 26/27.

Welsh Government CARA (Cautioning and Relationship Abuse) funding has also been secured for £10,000 during 2025/26. This will contribute towards the costs charged by the service provider in delivering intervention to perpetrators. CARA is an early intervention for domestic abuse offenders who have received a Conditional Caution. CARA has been designed to increase not only awareness of domestic abuse, but also self-awareness and the motivation to address behaviours and make changes.

		<p><b>DRIVE project - £37,003.00</b></p> <p>The Drive Project is an intervention working with high-harm, high-risk and serial perpetrators of domestic abuse to prevent their abusive behaviour and protect victims. The Home Office approached OPCCs nationally during Q3 offering funding to deliver this intervention in their force areas. Dyfed-Powys accepted this offer and will be delivering this intervention during 26/27. Funding commenced in Q4 2025/26 to support the recruitment and implementation of the project to ensure commence of activity from April 2026.</p>
<p>Explore and maximise sponsorship initiative opportunities</p>		<p>Limited activity during Q4 due to other work priorities including unable to attend Ceredigion Cynnal y Cardi partnership board – this will be reinvigorated during 2026/27.</p> <p>Funding from other sources have been shared with partners and networks during Q4. These include funding opportunities where the OPCC is ineligible to apply but may benefit community groups. During Q4, three opportunities have been shared.</p>
<p>Implement and maintain a risk register to identify and mitigate risks to the OPCC and force</p>		<p>Risks continued to be considered by the Senior Management Team on a monthly basis and Joint Audit Committee on a quarterly basis. The risks are monitored regularly through discussions between staff within the OPCC and where a risk is on both the OPCC and DPP Force risk registers discussions are held with colleagues in the Force to ensure the information is current and updated.</p> <p>The responsibility for the risk in relation to Go Safe has been transferred to the All Wales Collaboration Team under the strategic oversight of an</p>

		Assistant Chief Constable, including financial administration. A Superintendent has been appointed to lead a review into Go Safe, working alongside Welsh Government, in order to create a sustainable model for the future. PCCs will maintain oversight in Quarterly PCC Collaboration Assurance Board.
Utilise training and development plans for all OPCC staff		Training plans are in place which are linked to individual DAP objectives. These have been recently reviewed as part of the annual appraisal discussions and funding has been allocated from the OPCC office budget to support requirements.

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

Action Required	RAG	Quarter 4 Progress Update
Explore collaboration opportunities in accordance with the Policing Vision for Wales		Extensive discussions are taking place in relation to current and future collaboration activity as part of the Policing Reform agenda considerations.
Explore collaboration opportunities with other partners		The Projects and Funding Group has been re-established with improved governance structures.  Three meetings were held during Q4, discussing a range of project and funding ideas from the Force. To date, there is no requirement for support from the OPCC, however, we are sighted on all activity and progress. The OPCC is actively involved in ensuring processes are robust

		<p>and align with PCC priorities, providing advice and guidance to support delivery as appropriate.</p> <p>Towards the end of Q3 a decision was made to pause the open-call funding process and review internal processes. Consultation is underway to deliver community funding through distinct funding rounds rather than all year open funding opportunities. Road Safety will be the first round and discussions are underway on the next themes during 2026/27. Existing funding processes and guidance files have been reviewed and adapted to align with this new approach. The new fund is expected to launch towards the end of 2026/27 Q1, following the conclusion of the Senedd elections.</p>
<p>There are formal governance arrangements in place to scrutinise collaboration agreements</p>		<p>The PCCs' Police Collaborations Oversight Board is now embedding into governance arrangements, which provides opportunity for joint scrutiny and oversight of the performance of collaborations affecting police forces in Wales and an opportunity to explore opportunities in accordance with the Policing Vision for Wales. All 4 PCCs have agreed to include a 'shared vision' declaration in their individual Police and Crime Plans where they commit to working cohesively to explore opportunities to enhance policing in Wales.</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 4 Progress Update
Working with the Force to develop and implement our joint Strategic Equality Plan, meeting the objectives within		Our 2025-26 Strategic Equality Plan Progress Report is in the process of being prepared. It will be shared with DPP in 2026-27 Q1 for sign off ahead of publishing.
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 proactively promoting the work of the PCC and CC		<p>1. Community Engagement Days (CEDs)</p> <p>During January a CED was held in Pembrokeshire, focusing on youth engagement, inclusion, and oversight of police custody. The PCC visited Pembrokeshire College, where he delivered an interactive session to a classroom of students. This provided students with the opportunity to learn more about policing and crime-related matters, as well as to ask questions directly about the role of the PCC and local policing issues. While at the college, the PCC also met with a newly appointed Youth Ambassador. The PCC then visited Pembrokeshire People First during their Thursday session, engaging with members of the group. This visit reinforced ongoing relationships, particularly with individuals who have previously supported the OPCC by contributing to the development of easy read documents, ensuring accessibility and inclusivity in OPCC communications. The day concluded with a visit to Haverfordwest Police Station, where the PCC observed an Independent Custody Visit (ICV) carried out by OPCC volunteers. The unannounced visit provided independent oversight of the custody suite, ensuring detainees were treated appropriately and that their welfare needs were being met.</p>

In February, the PCC attended a CED in Aberystwyth, with a strong emphasis on higher education and transparency in policing. The PCC delivered a guest lecture to Criminology students at Aberystwyth University, outlining his background in policing, the statutory role of the Police and Crime Commissioner, and current national and local developments relating to PCCs. The session encouraged open discussion and allowed students to ask questions about policing, governance, and accountability. The PCC also met with representatives from Dewis Choice to discuss their work and ongoing support within the community. This particular CED was also the pilot of the new Community Scrutiny Panel, a new Scrutiny initiative introduced by the Office. Members of the public of Aberystwyth were invited to participate in reviewing police incidents through the examination of body-worn video footage, led by a DPP Sergeant. The Panel enabled open discussion, feedback, and constructive challenge regarding police actions. The pilot was well attended and considered highly successful, with a wide range of views shared, supporting transparency and public confidence in policing.

In March, a CED took place in Carmarthenshire, concentrating on neighbourhood policing and prevention. The PCC met with Neighbourhood Policing Officers from Ammanford, providing an opportunity to gain insight into local policing priorities, operational challenges, and community concerns. The discussion allowed officers to share their experiences and highlight current issues affecting the town. Additionally, the PCC met with the Central Prevention Hub. The meeting focused on the work of the Hub, preventative approaches to policing and updates regarding the Neighbourhood Policing Team structure, ensuring

continued alignment between strategic priorities and operational delivery.

## 2. Youth Engagement Forum Summary

During Quarter 4, significant progress was made in developing and strengthening youth engagement across the Dyfed-Powys Police force area. In January 2026, work focused on the development of a Children and Young People Engagement Strategy, which will guide engagement activity from now until May 2028. The purpose of the strategy is to ensure that children and young people are given meaningful opportunities to have their voices heard and to be actively involved in positive change in relation to policing and crime. Once completed, the draft strategy was shared with the Youth Ambassadors to gather their feedback and approval, ensuring the approach is youth informed and reflective of their priorities.

In March 2026, a Youth Ambassador planning day was held at Police Headquarters, attended by several Youth Ambassadors. The purpose of the day was to collaboratively develop an action plan for a youth led project to be delivered over the next two years. Youth Ambassadors expressed a strong desire to hear directly from young people across Dyfed-Powys to understand what matters most to them and where they would like to see improvements in policing and community safety. Ideas were shared during the session, with the intention of holding a youth consultation during the summer months of 2026 and utilising the upcoming Summer Events to circulate the consultation survey.

The planning day also provided valuable engagement opportunities. Youth Ambassadors met with the new Chief Constable, Ifan Charles, where they were able to ask questions and gain insight into his priorities and vision for policing. In addition, a representative from the Economic Crime Team delivered an input focused on cybercrime. Youth Ambassadors took part in a cybercrime escape room, learning about online risks, digital safety, and the growing impact of economic and cyber enabled crime.

### 3. Victim-Survivor Engagement Network

The Victim-Survivor Engagement Network (V-SEN) continued to provide victim-survivors of all crime types and anti-social behaviour with meaningful opportunities to share their experiences, views, and feedback on policing and criminal justice matters. Members were also offered opportunities to take part in engagement activity with police and partner organisations across the criminal justice system.

Since January 2026, consultations and surveys have been circulated to members of the V-SEN, enabling their voices to inform policy development and service improvement. This included engagement led by Dr Rhiannon Sandy from the OPCC, who sought feedback on the role of Neighbourhood Policing and Prevention Team (NPPT) officers when responding to low-level domestic abuse incidents across Dyfed-Powys. As this approach was introduced during the previous year, the engagement provided an opportunity to review how the model is working in practice and to assess whether network members felt it was beneficial for victims and survivors.

In addition, V-SEN members were invited to contribute to the Ministry of Justice consultation on the new Victims' Code. This consultation ran from March to April 2026, with selected questions shared with the Network to capture their views and lived experience, ensuring victim-survivor perspectives were reflected within the consultation response.

Recruitment to the Victim-Survivor Engagement Network continued throughout the quarter. This continues to be supported through the use of the ORS Victim Satisfaction Survey, which is shared monthly and includes an option for respondents to provide re-contact consent, allowing further engagement opportunities to be offered.

#### 4. Communications Activity

##### *26/27 Precept Survey*

The annual consultation was launched on Friday, 21<sup>st</sup> November 2025 and ran until January 5<sup>th</sup>, 2026. The bilingual survey asked residents across the Dyfed-Powys area to share their views on the policing budget and council tax precept. The communications campaign included organic social media content across all OPCC channels, supported by targeted paid advertising to drive traffic to the online survey.

Stakeholders were engaged directly through email distribution lists and the Dyfed-Powys Connects platform, alongside targeted outreach to local authorities, community groups and partner organisations. The campaign was further supported by press activity and the distribution of digital and print materials, including leaflets and county-specific assets, to increase awareness and encourage participation from a broad section of residents.

This combined activity resulted in a total of 851 residents taking part in the survey.

5. Events

*St David's Day Conference: Policing in a Digital Age*

PCC Llywelyn welcomed over 100 guests to the 10th Saint David's Day Conference titled, 'Policing in a Digital Age', held both in person and online on 4<sup>th</sup> March 2026 at Police Headquarters in Carmarthen.

The event brought together policing professionals, partner organisations, businesses, academics and community representatives to explore how emerging technology, artificial intelligence and cyber threats and shaping modern policing and community safety.

The conference featured speakers from across policing, cyber investigation and research, offering research into the opportunities and challenges presented by rapidly evolving digital technologies.

*Meet the Employers Event*

In March, PCC Llywelyn attended the 'Meet the Employers' event at Aberystwyth University, where he joined a panel of professionals working across the law and criminology sector.

The event provided students with the opportunity to hear directly from practitioners about their careers, the organisations they represent and the wide range of opportunities available within the criminal justice

system. Students then had a chance to asks questions to gain further insight.

*Cardigan Rugby Club Stand*

Representatives of the OPCC visited Cardigan in March where young people unveiled their new community art project. The graffiti-project saw young people from Cardigan transforming the rugby stand to demonstrate the importance of early intervention and youth engagement.

The initiative formed part of a wider youth outreach activity delivered across Ceredigion, providing safe, supportive opportunities for young people, during key times of vulnerability, including after school and in the evenings. The project helped to foster pride, strengthen community relationships, and reduce anti-social behaviour.

*Volunteering Fair in Aberystwyth*

In January representatives from the OPCC attended a Volunteering and Jobs Fair in Aberystwyth. The event, organised by Ceredigion Association of Voluntary Organisations (CAVO) and Job Centre Plus, gave the residents of Ceredigion the opportunity to discover volunteering and career opportunities available to them through meeting with local businesses and organisations.

*EYST Visit*

The Police and Crime Commissioner and Chief Constable visited Ethnic Youth Support Team Wales (EYST) in Swansea on 27<sup>th</sup> March alongside

the OPCC’s Communications and Engagement Lead to learn more about the organisation’s work supporting diverse communities across Wales. During the visit, discussions focussed on the challenges and opportunities facing communities as well as the importance of partnership working to build trust, improve engagement and ensure services are accessible to all.

6. Campaigns Supported

**January**

*Precept*

Throughout the start of January, the 2026/27 Precept consultation concluded. A large social media campaign was launched, included paid promotions. Offline marketing techniques were also used, such as hand-delivering flyers to local businesses and organisations. Towards the end of January, the Precept was announced to the public.

*ENOUGH*

Across January, we supported the UK Government's mission to halve violence against women and girls in a decade by promoting the ENOUGH campaign across all our social media channels.

*Winter of Action*

Throughout January, many campaigns were supported through the Winter of Action. These campaigns included ENOUGH, DPP Connects and an awareness campaign of Crimestoppers and ASB Case Reviews.

*Crimestoppers*

Throughout January and February, the OPCC promoted the Crimestoppers campaign which aimed to increase awareness of their services. This was promoted across all social media channels.

*Talk PANTS Cymru*

The OPCC supported the Talk PANTS Cymru campaign, through social media sharing, which aims to help children understand that their body belongs to them, and they should tell a safe adult they trust if anything makes them feel upset or worried.

**February**

*PCC Statement on UK Government White Paper on Policing Reform*

Following the announcement from the UK Government regarding the abolition of PCCs and the release of the White Paper, a statement from the PCC was released across social media channels.

*Dewis Choice – LGBT History Month*

Throughout February, which is LGBT History Month, the OPCC supported Dewis Choice’s social media campaign through sharing posts. The social media campaign aimed to strengthen support older LGBT+ people facing domestic abuse.

		<p><i>Time to Talk Day</i></p> <p>The OPCC supported the Time to Talk Day campaign, through social media sharing, which aims to encourage friends, families and coworkers to talk and listen about mental health to help reduce stigma and to offer support.</p> <p><b>March</b></p> <p><i>International Women’s Day</i></p> <p>A short news piece and social media posts were published to raise awareness and promote Commissioner Llywelyn’s support of International Women’s Day.</p>
<p>Respond to community concerns in a timely manner</p>		<p>During this period one misconduct meeting was held.</p> <p>Within this period the OPCC saw a slight increase in the number of community concerns being recorded.</p> <p>The OPCC saw an increase in the concerns being raised in relation to Anti-Social Behaviour, mainly within Carmarthenshire and Pembrokeshire. There was a decrease in the number of community concerns received in relation to traffic issues.</p>
<p>Engage residents in contributing to assurance and scrutiny activity</p>		<p>During this quarter 3 new ICVs and 2 QAP members were appointed.</p> <p>The OPCC is continuing with the recruitment drive for all volunteer schemes. Scheme managers are working alongside the OPCC</p>

		<p>engagement team to produce social media material and engage with communities to educate and promote the schemes.</p> <p>71% of ICV members are active, with 29% on a break.</p> <p>100% of the QAP members are active.</p> <p>71% of the AWS members are active, with 29% on a break.</p> <p>A total of 52 ICV visits were carried out during this quarter. Most frequent concerns raised by the ICVs included repairs, staffing issues and laundry concerns.</p> <p>26 AWS visits were conducted, with 26 dogs being observed. No concerns were raised as a result of these visits.</p> <p>The Custody Independent Scrutiny Panel met in February and considered 19 custody records.</p>
<p>Provide effective and accessible services for victims and vulnerable people</p>		<p><i>Percentage of commissioned services demonstrating positive outcome data for service users</i></p> <p>The commissioning team is in the process of completing the Ministry of Justice End of Year return. All performance data has been received from providers. Some queries issued back for clarification. Finances and additional narrative questions for compliance and reporting all completed. All providers demonstrating positive outcome data achieved for service users.</p>

*Number of complaints received by the PCC regarding commissioned services provision*

One complaint was received via the OPCC main mailbox. The complainant should have followed the Victim Support complaints process before escalating to the PCC, but details were sent initially to OPCC. This complaint is also linked to existing complaints to Dyfed-Powys Police. DPP's Legal Department issued correspondence back to the pre-action protocol and no further communication has been received by the OPCC from the complainant. The OPCC has since requested all services to update their complaints wording to ensure the process is clear; noting the OPCC are not the first point of contact for a service complaint.

*Does the tender process include consideration of the accessibility of service provision*

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. Providers are now required to undertake annual equality monitoring assessments alongside narrative reporting; this will be in addition to the data required by the Ministry of Justice (MoJ). The template will be shared in Q4 contract review meetings.

*Ensure six monthly provision of VCOP compliance data*

A pilot VCOP scrutiny panel has been scheduled with Dyfed-Powys Police for 14<sup>th</sup> April. A dip-sample will occur quarterly prior to the Local Criminal

		Justice Board Victim and Witness sub-group meetings. Quarterly reports from commissioned services will include qualitative feedback from victims to supplement dip-sample activity. The Ministry of Justice has updated their campaign materials, and these have been shared via OPCC social media platforms to promote victims' rights. These will be scheduled on a regular basis.
--	--	--

**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 4 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 4 Progress Update
Publish information in accordance with the Elected Local Bodies Order		<p>The website continues to be utilised in its improved format and staff upload information ensuring the requirements of the Specified Information Order are met. The website now has a fully functioning search function.</p> <p>A review of the Specific Information Order has been undertaken, and proposed amendments are being considered.</p>
Publish information in an accessible and easy to reach format		<p>A website compliance tracker has been developed to monitor the OPCC's compliance with the Specified Information Order and Welsh Language Standards. This is checked on a monthly basis by and shared with the wider team.</p>
Publish information in accordance with the Welsh Language Standards		<p>One Welsh language complaint was received within this quarter. The complaint was received through the Welsh Language Commissioner who had been alerted that the automated response from the OPCC email address contained information in the English language first.</p> <p>This issue was rectified and an apology sent to the individual in question. A formal response was also provided to the Welsh Language Commissioner advising of the action taken and lessons learnt. The Head of Assurance circulated guidance to the Office on the importance of</p>

		<p>ensuring in all public correspondence that the Welsh language is not treated any less favourably.</p> <p>The OPCC met with the Welsh Language Commissioner’s Office on 17<sup>th</sup> March to discuss the Welsh Language Website Monitoring Report. 10 webpages were monitored and of those 10, four webpages contained errors that related to:</p> <ul style="list-style-type: none"> <li>• ‘Download’ buttons being in English only on Welsh pages;</li> <li>• English headings on Welsh language pages; and</li> <li>• A search/filtering option on the Welsh news page being available in English only.</li> </ul> <p>These findings were passed directly to ICT for amendment and are currently being processed.</p>
<p>Proactively promote and raise awareness of Commissioned Services</p>		<p><i>Promotion of accurate/up to date information on our commissioned services is available on PCC website</i></p> <p>The provider of the Offender Diversion Service has been rebranded from Pobl to Codi. This has been updated on the OPCC website. New end of year infographics for each service, providing details of the service, performance data and client quotes, are in the process of being completed - currently awaiting provider end of year data. Infographics to be uploaded to the website when completed.</p> <p><i>Quarterly press releases/social media regarding commissioned services</i></p> <p><i>Annual articles in national publications</i></p>

There were no publications for Commissioned Services during Quarter 4. Ministry of Justice funding was utilised to refresh the leaflet of commissioned services available for events such as the summer shows and Community Engagement Days. A video has been produced detailing commissioned services available to victims and our communities. This will be shared widely across social media and publications once available. The Director of Commissioning and Partnerships took part in a podcast recording with the PCC discussing and raising awareness of support services available for victims of domestic abuse and sexual violence. This will be released as part of a wider package of communications in September 2026.

*Requirement for awareness raising/production of publicity information is included in all contracts*

Providers are required to undertake equality assessments and provide evidence of awareness raising activity amongst all communities. This helps to inform any specific areas of focus required for future service plans. Equality assessment templates have been drafted and are being shared in Q4 contract review meetings.

**17l) Comply with all reasonable formal requests from the Panel to attend their meetings**

Action Required	RAG	Quarter 4 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 received relevant and timely information.
Provision of documentation to Police and Crime Panel as per their requests		A Forward Work Programme is in place and all documentation requested are provided to the Panel in line with required timescales in advance of Panel meetings.
Regular liaison between OPCC and PCP in support of discharging statutory duties		Regular discussions are maintained between the Chief Executive and Panel's principal officer to ensure members receive relevant and timely information.

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

Action Required	RAG	Quarter 4 Progress Update
Prepare and issue an annual report to the Panel on the PCC's delivery against the objectives set within the Plan		An outline of the content of the 2025-26 Annual Report has been drafted in line with the Police and Crime Plan. This will be populated during Q1.

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

Action Required	RAG	Quarter 4 Progress Update
Handling of complaints against the Chief Constable		During this period 1 complaint was received against the Chief Constable via Crimestoppers. The complaint did not indicate any inappropriate conduct from the Chief Constable therefore it was NFA'd.
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		During this period 17 new reviews were received. To date 5 of the reviews were upheld with 4 resulting in recommendations being made.  13 reviews were not upheld, however oversight was identified in relation to timeliness of the complaint being handled and occasions where 28 days updates were not being provided.

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

Action Required	RAG	Quarter 4 Progress Update
Development and annual review of Corporate Governance Framework		Annual review conducted and considered by the Joint Audit Committee 31 <sup>st</sup> March 2026. The final version is due to be signed off by CC and PCC at Policing Board on 28 <sup>th</sup> April.

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

Action Required	RAG	Quarter 4 Progress Update
Handling of information in accordance with Data Protection legislation		<p>During this quarter 13 Freedom of Information requests were received. The OPCC held the information for 8 of these requests. All were responded to within the 20 day timeframe and responses published on the OPCC website. Themes of the requests received by the OPCC included ICT, HR, Misconduct, Chief Constable appointment and Estates.</p> <p>No Subject Access Requests were received in this quarter.</p>

**20a) Delivery of community safety and crime reduction**

Action Required	RAG	Quarter 4 Progress Update
Development and implementation of a Governance Framework for Commissioning and Partnerships		<p><i>Production of an annual commissioning framework to be published on PCC's website</i></p> <p>Commissioning strategy has been developed to replace previous framework documents. Strategy has been updated and in process of being uploaded to PCC website.</p> <p><i>Quarterly commissioning advisory board meetings to be held</i></p> <p>Commissioned services continue to report into Strategic Performance Board (SPB) and Select Committee activity. Commissioned services data provided for January SPB in accordance with Police and Crime Plan priority. Metrics have been included in the performance framework</p>

providing data from services that triangulates the performance information from the Force. This includes referral numbers, repeat referrals, those engaging with services, those disengaging in the criminal justice system, outcomes achieved by the services and qualitative feedback regarding compliance with the Victims' Code of Practice.

*Produce an annual contracts register*

The contracts register was reviewed following the announcement of transition of PCC governance. The Director of Commissioning and Partnerships (DoCP) is working with the OPCC Executive Team and Procurement on plans to safeguard service provision through the transition landscape. As yet there is no specific guidance on the continuation of either the Ministry of Justice (MoJ) funding or the body that will hold contracts post May 2028. This has been flagged as a risk to MoJ with regards to consistency and sustainability of service provision for victims. The DoCP has been interviewed by MoJ colleagues with regards to the risks associated with the change of governance and the importance of local commissioning. The DoCP is sitting on a number of transition working groups to ensure Dyfed-Powys voices are heard.

*Ensure police and crime plan is aligned to the strategies of responsible authorities under the Crime and Disorder Act*

Annual KPI so no further update since publication of Police and Crime Plan.

*Commissioning budget is aligned to priorities in police and crime plan*

		<p>The Victim Needs Assessment refresh has commenced. Tonic is undertaking desktop research, interviews with service users, providers and stakeholders. Surveys are being shared widely with victims and those who have chosen not to report/engage in services. Final reporting is due in August 2026. This will act as a legacy report to ensure that the needs of victims within Dyfed-Powys and the recommendations for future service provision are included in transition planning.</p> <p><i>LCJB themes/priorities to align with police and crime plan</i></p> <p>Annual KPI so there is little update since publication of the Police and Crime Plan and LCJB delivery plan.</p>
<p>Commissioning of services in support of community safety and crime reduction</p>		<p><i>Percentage of expenditure on commissioned services taken from core PCC budget</i></p> <p>In December 2025 PCCs received communication to note that the Ministry of Justice core victims fund and Domestic Abuse and Sexual Violence fund will continue until March 2028, with an annual 2% uplift. This has been factored into budget planning for 2026/27 and has been shared with providers. The PCC extended an opportunity to any providers with evidence to request an additional uplift to the 2% to present a business case. As a result, Carmarthenshire Domestic Abuse Services and Pembrokeshire People First have been awarded increased uplifts commensurate with evidence of service costs, volume and complexity of cases. This is documented in decision logs accordingly.</p> <p><i>Quarterly meetings between PCC and community safety/youth offending partners</i></p>

A meeting between the PCC and Community Safety Partnership Managers was held in January 2026. Community Cohesion lead officers attended, and a rich discussion was held regarding how the agendas complement and link in. Information was shared regarding the community cohesion strategic approach. All members were content that working relationships are positive and that communication channels are in place as appropriate. Other agenda items included updates regarding the Police reform landscape, precept decisions, road safety, serious violence duty and the Safer Communities Awards.

A PCC meeting with Youth Offending and Prevention Service managers was also held in January 2026. Members discussed progress with the Force's Prevention Intervention Engagement programme, including the recruitment of posts seconded to Youth Justice Teams. This included the Reachable Moments project in custody suites, ensuring that all stakeholders had been made aware of the pilot. Updates were provided from each area manager. The PCC confirmed an uplift of funding for the 2026/27 year, providing a total of £165,000 across Dyfed-Powys for restorative approaches with young offenders and victims.

*Ensure delivery of victim services in accordance with terms and conditions of MoJ grant*

MoJ grant terms and conditions are met with compliance recorded and endorsed by the CFO for grant returns. Grant agreements and contracts with providers ensure that appropriate terms and conditions are met. Audit schedule includes checks on compliance.

*Ensure the availability of restorative justice for victims*

DPP has been in contact with HMPPS (His Majesty's Prison and Probation Service) and have secured assistance on the required inputs for Dyfed-Powys from the Welsh Regional Coordinator and Restorative Justice (RJ) lead.

The DPP Learning and Development Team will be responsible for the delivery and scheduling of any training, and plans are in place for this to be delivered to frontline officers in 2026.

The Force strategic lead on RJ will be looking to review and reaccredit the wider policies and operational guidance for RJ and will liaise with victim support services to ascertain what their offer is to ensure this gets included and shared.

*Ensure police and crime plan is aligned to the strategies of responsible authorities under the Crime and Disorder Act*

Annual KPI so no further update since publication of Police and Crime Plan.

**20b) Community Safety Partnerships**

Action Required	RAG	Quarter 4 Progress Update
N/A in Wales	N/A	N/A

**20c) Crime and disorder reduction grants**

Action Required	RAG	Quarter 4 Progress Update
Development and implementation of a framework for the provision of crime and disorder grants		<p>Following the Government announcement regarding PCC’s future in November 2025, a decision was taken to pause our current funding process in late Q3.</p> <p>Consultation is underway to deliver community funding through distinct funding rounds rather than all year open funding opportunities. Existing funding processes and guidance files are currently being reviewed and adapted to align with this new approach.</p> <p>The donation process remains open for lower value support (PCC donations equate to an average of £500.) This will continue to be used to support charitable donations and small contributions to community groups.</p>
Provision of crime and disorder reduction grants within 2025/2026		<p>During quarter 4, one new funding and/or donation applications has been approved with a requested value of £250.</p> <p>12 funding enquiries have been received during Quarter 4. All have been updated with the current funding position and advice provided on other</p>

		<p>grant funding sources to support with their activities. Their contact details have been retained to inform them of the new funding rounds set to launch in early 2026/27.</p>
<p>Evaluation of crime and disorder reduction grants to determine social return on investment</p>		<p>Activity commenced in Q1 to consider improvements in capturing and presenting monitoring and evaluation data from grant recipients. Whilst this is a mandated feature of all OPCC grant contracts, the information is not received in a consistent way.</p> <p>The OPCC applied for and secured additional funding from MoJ in Q3. This includes the introduction of dedicated grant and contract management software. Sums.org has been selected as the provider to deliver a dedicated grant software system to manage grant funding and support with commissioned service contract performance management activity.</p> <p>Information Governance requirements delayed the procurement until the end of Q4. Implementation will commence during Q1 2026/27.</p>

**20d) Collaboration agreements**

Action Required	RAG	Quarter 4 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 4 Progress Update
<p>Monitor the performance of all commissioned services, ensuring they are fit for purpose and provide value for money</p>		<p><i>Percentage of services receiving quarterly review meetings</i></p> <p>Q3 contract review meetings held during February. No performance concerns were identified. End of year financial statements for 2025-26 to be requested in Q4 meetings (April/May).</p> <p><i>Percentage of performance reports received within 10 working days of quarter end</i></p> <p>All performance reports for Q3 were received in a timely manner.</p> <p><i>Number of site visits of commissioned services</i></p> <p>Dewis Choice were visited during the Commissioner’s Community Engagement Day in Aberystwyth.</p>
<p>PCC's contribution to the All Wales Criminal Justice agenda</p>		<p><i>Provision of quarterly updates to Criminal Justice in Wales meetings</i></p> <p>A highlight report is provided to Criminal Justice in Wales which provides an update from the most recent Local Criminal Justice Board (LCJB) meeting and issues for escalation to Wales level. This included the people who offend updates as included in the narrative below from March LCJB and key focus areas from both victims and people who offend agendas including:</p> <ul style="list-style-type: none"> <li>• Victim attrition (recent workshop in Dyfed-Powys held by criminal justice agencies).</li> </ul>

		<ul style="list-style-type: none"> <li>• Housing (key risk for all offending cohorts and also starting to emerge as risk for some victims).</li> <li>• Inadequate local mental health provision (this has been raised by LCJB with local health partners).</li> </ul> <p><i>Quarterly meetings of the local criminal justice board</i></p> <p>An LCJB meeting was held in March 2026. The focus of the meeting was people who offend. Discussions included:</p> <ul style="list-style-type: none"> <li>• Information on the pilot of out of court resolution for hate crime, going live on 1<sup>st</sup> April via the offender Diversion Scheme and Red Snapper. Dyfed-Powys are the first to go live across Wales.</li> <li>• Update on Restorative Justice, including training for DPP officers and a refreshed communications plan to ensure public awareness.</li> <li>• Criminogenic needs of the offending population, with a focus on housing in particular.</li> <li>• Update on the inspection of HMPPS and the sentencing review implications.</li> <li>• Update on the DRIVE partnership, commencing April 2026, to address high risk, high harm perpetrators of domestic abuse and to support their victims/families.</li> </ul>
<p>PCC's national portfolio responsibilities</p>		<p>The National portfolios have been reviewed and the Commissioner sits on the following Boards:</p> <ul style="list-style-type: none"> <li>• All Wales Criminal Justice Board</li> <li>• Policing in Wales</li> <li>• National Police Air Service Board</li> <li>• Safer Communities Programme Board</li> </ul>

- National Rural Crime Network

Specific lead areas have been agreed between the 4 Police and Crime Commissioners in Wales. PCC Llywelyn leads on the following portfolios:

- Performance, Data and Academic Research
- Children and Young People (including Youth Justice)
- Communities and Partnerships (including Neighbourhood Policing and PCSO's)
- Workforce Issues and Ethical Standards
- Operational Oversight (Collaboration Board, Roads Policing, NPAS and JFU Platinum)
- Finance, Budgets and Procurement

This page is intentionally left blank

## DYFED-POWYS POLICE AND CRIME PANEL

20/05/2026

**Subject:**

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

**Designations:**

Panel Support Officer

**Contact Details:**

Tel: 01267 224018

E-mail: [rjedgeco@carmarthenshire.gov.uk](mailto:rjedgeco@carmarthenshire.gov.uk)

**EXECUTIVE SUMMARY  
DYFED-POWYS POLICE AND CRIME PANEL  
20/05/2026**

**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 Preparation of This Report:**

Title of Document	File Ref No.	Location Papers Available for Public Inspection
Host Authority Files	PACP-114	County Hall, Carmarthen

This page is intentionally left blank



**Police and Crime Commissioner for Dyfed-Powys – Business Plan  
Quarter 4 2025/26 Summary Performance Report**

## Introduction

During late 2024/2025 the Office of the Police and Crime Commissioner developed a business plan that would cover the same time period as the Police and Crime Plan. The 2025-2029 Plan sets out the Commissioner's priorities for the Dyfed-Powys Police area.

The Action Plan is the key to ensuring this 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 Police and Crime Plan, the Commissioner's statutory duties and the work required to enable the efficient and effective running of the Team. From the Operational Plan each business area has its own workplan setting out further details about how they contribute to the delivery of objectives outlined below, which in turn feeds 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.

This reports provides progress of the 9 strands contained within the Operational Plan.

Each action contains a narrative on the progress made and 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** - Work is delayed and no progress to report.

**Blue** - Not yet scheduled to be started.

## Executive Summary

The following report covers the reporting period of Q4 of the financial year 2025/26 (January, February and March 2026).

### RAG status comparison

This Quarter has seen the change in performance of a number actions, 7 actions have changed from amber to green, 2 actions have changed from blue to amber and 2 have moved from amber to blue.

### **The 7 actions that have moved from amber to green are explained below:**

Children and Young People Select Committee – the report has been finalised ahead of a roundtable discussion with partners on 22<sup>nd</sup> April 2026.

Children and Young People Communications and Engagement Strategy – this has been finalised for delivery over the next two years.

Children and Young People Research Focus – this activity has been mainstreamed into business as usual.

Strategic Research Agenda – the focus has concluded with the end of the Evidence Based Policing Pilot.

Internal Communications Strategy – extensive work has been undertaken, including an animated video, leaflets and infographics and podcast filming to promote commissioned services.

Joint Strategic Equality Plan – the progress report for the OPCC for the year has been drafted.

Engagement Strategy – the Commissioner’s Community Engagement Days are well established and run once a month in various locations around the Dyfed-Powys area.

**The two actions that have moved from blue to amber are explained below:**

Communicating Performance – this is being progressed in consultation with Dyfed-Powys Police.

Road Safety Select Committee – this objective has been reopened by the Commissioner following feedback from the Children and Young People Select Committee. It will be delivered via a roundtable partner discussion.

**The two actions that have moved from amber to blue are explained below:**

Advocates Network – work was not started on this due to it being de-prioritised by the OPCC Senior Management Team through the review of the business plan for 2026-27.

Measuring Public Trust and Confidence – work was halted on this due to the understanding that work is underway to develop a nationally standardised approach.

**Summary:**

Within the 2025-2026 Business Plan are 37 actions. Recorded below is a summary of the total number of different RAG statuses. This will then be compared in future reports.

	Qtr 1	Qtr 1 %	Qtr 2	Qtr 2 %	Qtr 3	Qtr 3 %	Qtr 4	Qtr 4 %
Red	3	8%	2	5%	0	0%	0	0%
Amber	22	59%	21	57%	24	65%	15	40%
Green	7	19%	9	24%	11	30%	18	49%
Blue	5	14%	5	14%	2	5%	4	11%

**Detailed Action Plan Update**

***Children and Young People***

Objective	RAG	Quarter 4 Progress Update
<p><b>Select Committee</b>                      Conduct a Select Committee focusing on Children and Young People, where the PCC will publicly hold Dyfed-Powys Police’s Chief Constable and partners to account through the scrutiny of evidence and information provided by key stakeholders who work with Children and Young people.</p>	<p>Green</p>	<p>The draft report has been finalised and shared with Committee members and partners for discussion at a roundtable meeting on 22<sup>nd</sup> April 2026. The PCC will request updates from those subject to the review’s recommendations six months after the report’s publication.</p>
<p><b>Intervention, Prevention and Engagement Service</b>                      Support DPP's work to ensure a consistent and cost-effective approach to Intervention, Prevention and Engagement services (including School Liaison) for children.</p>	<p>Yellow</p>	<p>The project is progressing, with a number of posts filled / being recruited to, including a Child Centred Policing Analyst and Child Centred Policing and Trauma Informed Trainer. Shortlisting and interviewing are underway for Police Prevention Workers and Further Education and Elected Home Educated Outreach Workers. PC and PCSO single points of contact for Further Education establishments have been identified and are being supported by the project team.</p>
<p><b>Children in Custody</b>                      Monitor the number and care of children in custody and continue to work with partners across Wales to improve secure accommodation for children.                      Seek to provide wraparound support for children who enter custody.</p>	<p>Green</p>	<p>The Reachable Moments custody project has received positive feedback from HMICFRS during a recent visit.</p>

<p><b>Communications and Engagement Strategy</b> Develop a Children and Young People Communications and Engagement Strategy to ensure that young people are given a platform to voice their views and experiences and are informed of the work of the PCC and the Office.</p>		<p>Children and Young People Engagement Strategy has been developed and signed off, outlining clear plans to consult and engage with young people in the Dyfed-Powys area over the next two years, with support from our Youth Ambassadors.</p>
<p><b>Research focus</b> Support research into early intervention and crime prevention for children and young people and support DPP to embed learning from any emanating recommendations.</p>		<p>The Evidence-Based Policing Research Coordinator has been extended in role specifically to support DPP's evaluation work. They continue to liaise with DPP and researchers connected to projects relating to young people to assist with enabling DPP participation and disseminating research outputs. This objective has now been mainstreamed into business as usual.</p>

**Data and the use of Research**

Objective	RAG	Quarter 4 Progress Update
<p><b>SAIL Databank</b> Continue to drive All-Wales activity to achieve the routine sharing of police data into the SAIL databank.</p>		<p>A working group meeting was held on 26<sup>th</sup> February to discuss progress on actions agreed at the workshop in November 2025. Work is ongoing to finalise a tripartite data processing agreement and relevant vetting / information security clearance. Governance arrangements for Forces to review requests for data are to be determined. The working group next meets in early May to update on actions.</p>

<p><b>Strategic Research Agenda</b> Support DPP to embed learning from research &amp; assess the effectiveness of the pilot with UWTSD.</p>		<p>This focused work has concluded with the end of the two year Evidence Based Policing pilot. The EBP Research Coordinator submitted their finalised academic paper to a policing journal and awaits feedback.</p> <p>A variety of research projects are gaining momentum, with DPP leads taking ownership for progressing through their own business areas. The EBP Research Coordinator provides support as required to ensure projects continue to progress.</p>
<p><b>Measuring Public Trust and Confidence</b> Establish and launch a mechanism of measuring public trust and confidence in local policing in the Dyfed-Powys area to ensure that data is captured on a quarterly / annually basis.</p>		<p>This is currently on hold until we get further details on the national approach.</p>
<p><b>Victims' Code of Practice (VCoP)</b> Monitor VCoP metrics through the Police and Crime Plan Performance Framework and supporting governance structures.</p>		<p>The first pilot of a VCoP dip-sample has been scheduled for 14<sup>th</sup> April 2026, which will focus on victim needs assessments. Work is underway to understand how commissioned services provide victim feedback on victims' rights.</p> <p>The OPCC is also involved in all-Wales work to identify interim measures for VCoP data whilst England and Wales measures are awaited.</p>
<p><b>Performance Framework</b> Implement a comprehensive Performance Framework to measure progress against the priorities within the Police and Crime Plan which will be monitored through the PCC's quarterly Strategic Performance Board.</p>		<p>A full year's cycle of Strategic Performance Boards concluded in January 2026. The OPCC continues to work closely with DPP to refine and improve the performance framework as data availability matures.</p>
<p><b>Communicating Performance</b> Work with DPP to develop products to inform the public on how we are doing against the Police and Crime Plan.</p>		<p>This is being progressed in consultation with DPP around the Strategic Performance Board meetings.</p>

**Partnership and External Funding Arrangements**

Review the partnership and external funding arrangements to ensure maximisation of opportunities for jointly funded endeavours.

The Projects and Funding Group has been re-established with improved governance structures.

Three meetings were held during Q4 discussing a range of project and funding ideas from the force. To date, there is no requirement for support from the OPCC, however, we are sighted on all activity and progress.

The OPCC is actively involved in ensuring processes are robust and align with PCC priorities, providing advice and guidance to support delivery as appropriate. Ad hoc requests for funding received into the OPCC from the Force are redirected through this group to ensure compliance with the process.

Towards the end of Q3 a decision was made to pause the open-call funding process and review internal processes. Consultation is underway to deliver community funding through distinct funding rounds rather than all year open funding opportunities.

Road Safety will be the first round and discussions are underway on the next themes during 2026/27.

Existing funding processes and guidance files have been reviewed and adapted to align with this new approach.

The new fund is expected to launch towards the end of 2026/27 Q1, following the conclusion of the Senedd elections.

Regular meetings are held with counterparts across Wales to identify any opportunities for joint funding or projects. A directory of opportunities is in place and regularly shared with a distribution group to ensure opportunities are widely disseminated to all eligible contacts.

<p><b>Effectiveness of Services</b></p> <p>Utilise the various scrutiny methods within the PCC's governance structure to provide assurance on the effectiveness and value of delivery by commissioned and grant funded services.</p>		<p>Commissioned services continue to report into Strategic Performance Board (SPB) and Select Committee activity. Commissioned services data was provided for the January Strategic Performance Board in accordance with Police and Crime Plan priority. Metrics have been included in the performance framework providing data from services that triangulates the performance information from the Force. This includes referral numbers, repeat referrals, those engaging with services, those disengaging in the criminal justice system, outcomes achieved by the services and qualitative feedback regarding compliance with the Victims' Code of Practice. Return on investment (ROI) pieces have now been completed for the Independent Sexual Violence Advocate service, Missing Young People service and Offender Diversion Service. The Independent Domestic Violence Advocate service has undertaken a similar internal exercise and the Commissioning Team will be scheduling the final services to undertake a ROI study during 2026/27.</p>
<p><b>Sustainability</b></p> <p>To support the implementation and embedding of a sustainability culture within the Force and OPCC, regularly reviewing progress against agreed targets within the DPP Sustainability &amp; Decarbonisation Strategy.</p>		<p>The Sustainability Steering Board continues to operate under the chair of Director of Finance and continues to prioritise key initiatives and strategies to achieve Net Zero by 2050, with education and awareness around sustainability being a key priority to develop the need to decarbonise and for the workforce to understand where and how they can support the Force with its sustainability commitments. The Sustainability Officer continues to work with departmental managers and champions to increase awareness, develop training packages, and Decarbonisation Action Plans to track and monitor carbon mitigation across the force.</p> <p>Key deliverables outcomes in the last period include:</p>

- 14 ADAPT action plans developed with 146 decarbonisation / sustainability improvement actions.
- Three more sustainability training courses held, totalling 86 staff currently sustainability trained through funded courses.
- Delivered further in-house sustainability training to FCC staff.
- Developed a tool to calculate the top carbon value contracts to prioritise sustainability evaluations of contracts.
- Linked with the Heritage Group to develop the memorial garden to improve biodiversity.
- First biodiversity survey lunch and learn sessions planned for May.
- Progressing with meeting the Healthy Travel Charter commitments.
- Outlined the programme for the Sustainable Travel Campaign.
- Developed a draft Station Sustainability Audit and Inspection list which is to be aligned with the current ISO14001 standard.
- HQ Solar Farm Project - final business case was concluded and presented at Strategic Estates Group, Chief Officer Group (COG) and OPCC Executive in the month of March for approval to proceed.
- HQ SCC LED Lighting installation project – tender approved, vetting approved and scheduled for 18<sup>th</sup> May to 7<sup>th</sup> August 2026.
- Aberystwyth LED Lighting installation project – tender report reviewed and deferred for delivery until 26/27.
- Haverfordwest Police Station (Excl Custody) heating and hot water system improvement project – project works progressing well, due for completion 29<sup>th</sup> May 2026.
- Participation in the All-Wales CHARGE EV (Electric Vehicle) Project – tenders report finalised for approval by all Welsh Forces.

- Site visits and quotes received for each site to allow progress in the next period.
- Hay on Wye Collaboration with Mid and West Wales Fire and Rescue Service carried out which now concludes the 6 sites, reducing carbon and cost pressures on both organisations while maintaining a presence in each town.
  - Business case to co-locate and collaborate with Powys County Council in Ystradgynlais was presented for approval at Strategic Estates Group. This was approved and is now being progressed at COG and OPCC Executive.
  - New cleaning contract with reduced carbon footprint and cleaning chemicals. Washroom paper towels removal replaced.
  - Thermostat installed in Carmarthen station.
  - Training for all of the Maintenance Technicians on sustainability awareness.
  - Decentralisation of hot water for the Accommodation Block sinks and shower.
  - Fleet have placed a Hyundai Kona into driver training full time, with good feedback from officers attending training.
  - Eight members of the fleet team have completed the one-day sustainability training.
  - Toilet HQ Main Building refurbishment to include point of use electric hot water and hand dryers in place of paper towels.
  - Collaboration with Powys County Council for a new Vehicle Maintenance Unit garage in Brecon - heads of terms being negotiated.

Key focus for the next period includes:

- Complete Sustainability Inspections and Audits for stations that align with ISO14001.
- Complete Greenhouse Gas (GHG) reporting for financial year 2025/26 using the new National GHG reporting tool.
- Continue to develop departmental Adaptable Decarbonisation Action Plan Trackers.
- Develop sustainability lunch and learn sessions.
- Host biodiversity survey sessions.
- Run a biodiversity volunteer session through Biodiversity Improvement Group.
- Complete a section 6 biodiversity report and action plan.
- Run an active travel competition.
- Run the sustainable travel campaign.
- Develop actions to achieve outstanding Healthy Travel Charter commitments.
- HQ Solar Farm Project delivery.
- SCC LED lighting project mobilisation.
- Planning Room thermostats to be applied across IoT LoRaWAN installed sites.
- Catering contract currently being finalised with wider sustainability initiatives and KPIs.
- Mobilisation of the new Ystradgynlais base with change of use planning as the first step.
- Progress Brecon VMU to business Case stage.
- Delivery of full EV cell van which will initially go to driver training.
- Delivery of 50 EV 104 hybrids will mean that 37% of Dyfed Powys fleet will be EV or Hybrid.

**Collaboration**

Objective	RAG	Quarter 4 Progress Update
<p><b>Substance Misuse Prevention and Treatment Services</b>                      Work with Area Planning Board (APB) colleagues to review the required investment into substance misuse prevention and treatment services, to revise the service specification to ensure criminal justice service users are appropriately identified and supported and to evaluate the outcomes delivered by jointly commissioned services.</p>		<p>Final specification complete and ready to go out to market. OPCC and Force input to this complete and reflect the policing requirement of the service. Evaluation questions reviewed and revised to ensure alignment with PCC/DPP requirements. Service to be procured via Hywel Dda Health Board. DoCP has ensured Legal and Procurement review of terms and conditions. Noted the need for May 2028 governance changes to be reflected, with potential to novate the PCC element.</p>
<p><b>Internal Communications Strategy</b>                      Develop and implement an internal communications strategy to increase awareness of the PCC's role and responsibilities and the work of the OPCC, in particular to enhance the internal and external awareness raising of commissioned services.</p>		<p>Animated video raising awareness of commissioned services in final stages of production. A series of leaflets and infographics showing performance data for all services are being published to share across website and social media. DoCP took part in podcast with PCC to raise awareness of services supporting victims of VAWDASV. This will be shared later in the year, planned for September.</p>
<p><b>Victims Needs Assessment</b>                      Refresh the Victims Needs Assessment, including consideration of children and young people and those with protected characteristics.</p>		<p>Tonic approved as provider for needs assessment. They are also delivering South Wales assessment so will align where appropriate. Desktop research is underway, Commissioning team have provided all background information, performance data and stakeholder contacts. All materials translated. Surveys and interviews scheduled with victim/survivors, providers and stakeholders. Final report due July/August 2026.</p>

<p><b>Women in the Criminal Justice System</b> Work with partners to develop the support for women in the criminal justice system.</p>		<p>Date for female blueprint workshop still awaited. Blueprint team provide updates to Local Criminal Justice Board regularly. Outcome of bid for Intensive Supervision Court pilot in Swansea still awaited. Nelson Trust continue to work closely with partners and are due to expand the local provision to a more permanent site with a rehabilitative focus.</p>
<p><b>Right Care Right Person</b> Oversee and monitor the impact of the Right Care Right person approach rollout.</p>		<p>This objective has been mainstreamed within business as usual.</p>

**Road Safety**

Objective	RAG	Quarter 4 Progress Update
<p><b>Select Committee</b> Conduct a Select Committee focusing on Road Safety, where the PCC will publicly hold Dyfed-Powys Police’s Chief Constable and partners to account through the scrutiny of evidence and information provided by key stakeholders.</p>		<p>Feedback and reflection on the Commissioner's first Select Committee (focused on prevention and intervention for young adults) has led to the Commissioner's decision to undertake a rapid review via a multi-agency roundtable. The OPCC has prepared a plan for this activity, which is due to run during the next quarter.</p>
<p><b>Road Safety Lobbying</b> Lobby Welsh Government and partners to improve road safety through introducing graduated licenses for new drivers and re-assessments for older drivers.</p>		<p>This has been considered as part of the objective above and will be progressed through the PCC's multi-agency roundtable early in the next financial year.</p>

**Local Victims' Champion**

Objective	RAG	Quarter 4 Progress Update
<p><b>Pathfinder Project</b> Monitor the delivery of the Pathfinder project in improving the experience of family courts for victims and children.</p>		<p>No further update - performance reporting continues to show high level of support provided. Pathfinder renamed nationally as Child Focussed Courts programme.</p>
<p><b>Trauma-Informed</b> Work towards trauma-informed organisations through:</p> <ul style="list-style-type: none"> <li>• Development of an OPCC trauma-informed delivery plan following the Trauma and Adverse Childhood Experiences self-assessment process.</li> <li>• Monitoring DPP's progress through the trauma-informed self-assessment.</li> <li>• Ensuring the Service adheres to the Charter for Families Bereaved through Public Tragedy.</li> </ul>		<p>This work has been mainstreamed into OPCC business as usual. Activities completed include:</p> <ul style="list-style-type: none"> <li>- Organisational statement.</li> <li>- Sensitive language and trigger warnings.</li> <li>- Checklist for engaging with the public in person.</li> <li>- OPCC Handbook addition – to use as a refresher for current staff or for new starters.</li> <li>- Oversight of DPP's activity to become a trauma-informed organisation.</li> <li>- Reflective Practice Buddy scheme – a wellbeing buddy scheme internally to ensure that staff have dedicated time for reflection and to build relationships across the office.</li> </ul>
<p><b>Advocates Network</b> Introduce an Advocates Network to gather feedback from service users to shape service improvements.</p>		<p>Work was not started on this action as it was deprioritised through the review of business plan.</p>
<p><b>Restorative Justice</b> Support DPP to 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.</p>		<p>The action plan to improve RJ provision in DPP is being progressed by the Force lead, in consultation with the OPCC. The PCC has oversight via the Local Criminal Justice Board.</p>

**Equality, Diversity and Inclusion**

Objective	RAG	Quarter 4 Progress Update
<p><b>Joint Strategic Equality Plan</b> To ensure progress and delivery against the objectives of the joint Strategic Equality Plan for 2024-29.</p>	<p>Green</p>	<p>Progress Report for OPCC has been drafted, and will be shared with colleagues who sit on the Embracing Diversity Group on 6<sup>th</sup> May 2026.</p>
<p><b>Scrutiny Representation</b> To develop alternative methods of scrutiny to widen representation of scrutiny panels.</p>	<p>Yellow</p>	<p>The first Community Scrutiny Panel pilot was held on the 25/02/26 in Aberystwyth. 7 participants attended and reviewed 5 records of the use of police powers. The next Panel will be held in Powys on 24<sup>th</sup> June.</p>
<p><b>Engagement Strategy</b> Ensure oversight of Force performance in accordance with their Engagement Strategy and implementation of OPCC Engagement Strategy.</p>	<p>Green</p>	<p>During January, a Community Engagement Day (CED) was held in Pembrokeshire, focusing on youth engagement, inclusion, and oversight of police custody. The PCC visited Pembrokeshire College, where he delivered an interactive session to a classroom of students. This provided students with the opportunity to learn more about policing and crime-related matters, as well as to ask questions directly about the role of the PCC and local policing issues. While at the college, the PCC also met with a newly appointed Youth Ambassador. The PCC then visited Pembrokeshire People First during their Thursday session, engaging with members of the group. This visit reinforced ongoing relationships, particularly with individuals who have previously supported the OPCC by contributing to the development of easy-read documents, ensuring accessibility and inclusivity in OPCC communications. The Community Engagement Day concluded with a visit to Haverfordwest Police Station, where the PCC observed an Independent Custody Visit (ICV) carried out by OPCC volunteers. The unannounced visit provided independent oversight of the custody suite, ensuring</p>

detainees were treated appropriately and that their welfare needs were being met.

In February, the PCC attended a Community Engagement Day in Aberystwyth, with a strong emphasis on higher education and transparency in policing. The PCC delivered a guest lecture to Criminology students at Aberystwyth University, outlining his background in policing, the statutory role of the Police and Crime Commissioner, and current national and local developments relating to PCCs. The session encouraged open discussion and allowed students to ask questions about policing, governance, and accountability. The PCC also met with representatives from Dewis Choice to discuss their work and ongoing support within the community. This particular CED was also the pilot of the new Community Scrutiny Panel, a new scrutiny initiative introduced by the Office. Members of the public of Aberystwyth were invited to participate in reviewing police incidents through the examination of body-worn video footage, led by a DPP Sergeant. The Panel enabled open discussion, feedback, and constructive challenge regarding police actions. The pilot was well attended and considered highly successful, with a wide range of views shared, supporting transparency and public confidence in policing.

In March, a Community Engagement Day took place in Carmarthenshire, concentrating on neighbourhood policing and prevention. The PCC met with Neighbourhood Policing Officers from Ammanford, providing an opportunity to gain insight into local policing priorities, operational challenges, and community concerns. The discussion allowed officers to share their experiences and highlight current issues affecting the town. Additionally, the PCC met with the Central Prevention Hub. The meeting focused on the work of the Hub, preventative approaches to policing, and updates

		regarding the Neighbourhood Policing Team structure, ensuring continued alignment between strategic priorities and operational delivery.
--	--	--

**Rural Crime**

Objective	RAG	Quarter 4 Progress Update
<p><b>Select Committee</b> Conduct a Select Committee focusing on Rural Crime, where the PCC will publicly hold Dyfed-Powys Police’s Chief Constable and partners to account through the scrutiny of evidence and information provided by key stakeholders who work with rural communities.</p>		This objective has been halted following the re-prioritisation of the OPCC business plan.
<p><b>Rural Crime Survey</b> Support the Aberystwyth University Rural Crime survey and support DPP to implement any recommendations arising from it.</p>		This objective has been halted following the re-prioritisation of the OPCC business plan. However, the survey was published on 19 <sup>th</sup> March and discussions are ongoing to ensure the survey results are addressed through the relevant Force activity.
<p><b>Prevention Activity</b> Seek to support DPP to work with rural industries to ensure best practice from other areas is applied in relation to rural crime prevention activity.</p>		DPP formally launched its finalised Rural Crime Strategy at the beginning of March. Delivery will be overseen through the monthly Neighbourhood Policing and Prevention Tactical and Strategic Groups, which will subsequently report into the quarterly Operational Policing Board, where the OPCC will have oversight and opportunity to identify how the PCC might be able to support.

**Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV)**

Objective	RAG	Quarter 4 Progress Update
<p><b>Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Perpetrators Programme</b> Continue to develop the regional programme of support for perpetrators of VAWDASV crimes, including the implementation of CARA out of court disposal route.</p>		<p>Performance data for the suite of perpetrator programmes is maturing, with additional information now available. Contract monitoring runs quarterly, managed by the Regional VAWDASV Advisor. CARA referral levels are increasing, with 15 during 2025/26. Dyfed-Powys-Police is liaising with Threshold to ensure all appropriate referrals are being made. The introduction of a new risk assessment process places a lot of incidents at medium risk which is currently ineligible. DPP is liaising with CPS regarding when medium risk dispensation will be awarded. DRIVE programme implementation complete and the service goes live 1<sup>st</sup> April. Preparation work has included training for all panel members from BAWSO and implementation of the MATAC (Multi Agency Tasking And Coordination) process to support the referral pathway.</p>
<p><b>Wales Sexual Assault Services</b> Continue to collaborate with Policing and Health Colleagues to deliver against the Wales Sexual Assault Services programme, ensuring that services are fit for purpose for the communities and needs of Dyfed Powys.</p>		<p>Financial position for 2024/25 and 2025/26 complete with Dyfed-Powys contribution confirmed. Work has commenced on developing a whole service specification that will incorporate all elements of the support for victims of sexual abuse. This will be procured via Health partners during 2026/27, jointly funded by Policing and Health. Aberystwyth SARC continues to be a positive service provision. Newtown community spoke has recently been refurbished to provide a trauma informed space for victims. Welsh Government funding has been approved for similar refurbishments to Carmarthen and Pembroke Dock sites to ensure consistent quality of settings for victim services and to enable wider geographical coverage.</p>

<p><b>Domestic Abuse Virtual Response Unit (DAVRU) evaluation</b> Support the academic evaluation of the DAVRU in DPP and ensure that the evaluation findings drive further improvements in DPP's response to victims.</p>		<p>Evaluation is now underway. Connection established between researchers and DAVRU lead to ensure direct communication. Data needs have been established, and Information Management have reviewed information to be provided to participants. Interviews with stakeholders are being scheduled for April/May.</p>
--	--	---

**Neighbourhood Crime and Anti-Social Behaviour (ASB)**

Objective	RAG	Quarter 4 Progress Update
<p><b>Neighbourhood Policing Prevention Teams (NPPT)</b> Monitor DPP's progress against new NPPT Strategy's Performance Framework.</p>		<p>This objective has been mainstreamed within business as usual.</p>
<p><b>Serious Violence Duty</b> Ensure Home Office Serious Violence Duty(SVD) funding is utilised appropriately to support partners in the prevention and tackling of serious violence, including evaluation of impact and analysis of interventions to inform future prevention partnerships.</p>		<p>Serious Violence Duty Fund - £184,691.39 14 out of 15 interventions have delivered as outlined in their original proposals. One intervention was not delivered as a result of the project leads' ill health and absence from work - this was Powys CC, White Ribbon intervention. Discussions were held with Powys CC to try and utilise this allocation elsewhere (where similar activities had been delivered) but the timeframes were too close to the year-end to satisfy this consideration. We commissioned the consultancy services of Crest Advisory who delivered a partnership workshop and individual interviews with statutory partners in Q4. Crest has delivered a report of their activity at the end of Q4 – this has been shared with partners and their recommendations will be explored in detail during Q1 26/27.</p>

<p><b>Anti-Social Behaviour (ASB)</b></p> <p>Work with DPP and partners to contribute to the UK Government's priority to 'crack down' on ASB, through:</p> <ul style="list-style-type: none"> <li>• Ensuring effective use of the Home Office Hotspot Action funding to drive improvements in partnership prevention work.</li> <li>• Improving how victims of ASB are supported.</li> <li>• Facilitating better use of the ASB Case Review.</li> </ul>		<p>Hotspot Action Fund - £996,293.37</p> <p>Grant funding has concluded with delivery partners achieving their expected outcomes. Small underspend related to reduced voluntary overtime uptake by officers/PCSO's and a lower cost of delivery by Pembrokeshire CC.</p> <p>One of the fund conditions included meeting a minimum of 9,000 patrolling hours across all partners within the 12 month funding period. Across all partner patrols, the total patrolling hours equalled 14,320. Quarter 4 strategic and tactical board meetings were well represented by all partners and strong evidence of multi-agency collaboration featured heavily in these discussions.</p> <p>The Home Office have confirmed that this funding has ceased and they will not be providing Hotspot funding during 26/27.</p>
---	--	--

## DYFED-POWYS POLICE AND CRIME PANEL

20/05/2026

**Subject:**

PROPOSED CHANGES TO THE OPCC BUSINESS PLAN

**Purpose:**

To receive a briefing on the proposed updates to the OPCC Business Plan.

**Recommendations / Key Decisions Required:**

To receive the briefing and make 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

**Designations:**

Panel Support Officer

**Contact Details:**

Tel: 01267 224018

E-mail: [rjedgeco@carmarthenshire.gov.uk](mailto:rjedgeco@carmarthenshire.gov.uk)

**EXECUTIVE SUMMARY**  
**DYFED-POWYS POLICE AND CRIME PANEL**  
**20/05/2026**

**PROPOSED CHANGES TO THE OPCC BUSINESS PLAN**

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 Panel receives regular reports from the OPCC in relation to the progress being made in relation to that business plan.

The OPCC proposes to make updates to its business plan, with the attached documents setting out details of the business plan and the OPCC's updated approach towards it for the forthcoming period.

**DETAILED REPORT ATTACHED?**

**YES**

**Section 100D Local Government Act, 1972 – Access to Information**

**List of Background Papers Used in Preparation of This Report:**

Title of Document	File Ref No.	Location Papers Available for Public Inspection
Host Authority Files	PACP-114	County Hall, Carmarthen

This page is intentionally left blank

## Briefing

<b>Reference:</b>	OPCC Business Plan 2025-29
<b>From:</b>	Head of Strategy and Policy
<b>Date:</b>	04/05/2025
<b>Purpose:</b>	To update the Police and Crime Panel on the Office of the Police and Crime Commissioner's revised Business Plan

### Overview:

1. A new four-year approach to the Office of the Police and Crime Commissioner's (OPCC) business planning was detailed in a report to the Police and Crime Panel in April 2025<sup>1</sup>, with the 2025-29 business plan presented at the July 2025 meeting<sup>2</sup>.
2. Within the report of April 2025, the OPCC set out the intention to evolve the business plan to become an all-encompassing OPCC operational plan from April 2026. However, the announcements from the UK Government over the past 6 months regarding the reform of policing<sup>3</sup> has necessitated reconsideration of this approach.
3. Whilst the UK Government has made clear that it is the role of PCCs, not the functions, that will cease from May 2028, there is not currently a detailed understanding of how or where these functions will be delivered. The intention in England is to move policing governance into the mayoral model, and where this is not currently possible, to embed OPCCs' functions within host local authority structures. The approach in Wales has not yet been confirmed, as whichever the Home Office's preferred model will need the consent of the new Senedd in order to be implemented.
4. This has resulted in significant uncertainty for the short and longer term work of OPCCs. What is certain is that capacity must be released in readiness for the extensive work that will undoubtedly be required to facilitate the transition of the functions and staff to the new arrangements. In addition, the leadership of the OPCC are acutely aware of the risk that this uncertainty poses to staff retention.
5. In response, the Senior Management Team, in consultation with the PCC, has undertaken a thorough review of the business plan to prioritise activity and release capacity over the coming year. Considerations have included:

<sup>1</sup> April 2025 report on new approach to business planning

<https://www.dppoliceandcrimepanel.wales/media/rkhdvovz/public-reports-pack-29042025-1030-dyfed-powys-police-and-crime-panel.pdf>

<sup>2</sup> 2025-29 business plan as presented in July 2025

<https://www.dppoliceandcrimepanel.wales/media/210hglbs/agenda-pack-eng.pdf>

<sup>3</sup> Briefing on Police Reform White Paper and local activity

<https://www.dppoliceandcrimepanel.wales/media/4a0ls5hu/agenda-dppcp.pdf>

- Risks of non-delivery
  - Progress to date
  - Deliverability within the next 2 years
  - Outstanding work required to realise outcomes
  - Partners' activity
  - Alternative options for delivery
  - PCC legacy
6. The resulting prioritisation was shared with OPCC staff at a recent away day, and each SMT member has had the opportunity to discuss in detail with their staff to ensure there were no known unintended consequences from the decisions made. All OPCC staff now have sight of a shared detailed prioritised plan to assist with workload planning.
7. Key amendments include:
- **Amalgamation and refresh of Intervention, Prevention and Engagement Service and Children in Custody objectives** into one, more strategic monitoring objective. This reflects the natural shift in the OPCC's role in these two projects over the past year, as Dyfed-Powys Police have taken over a leading role and are progressing with implementation.
  - **Closure of specific research objectives.** This reflects the end of the Evidence Based Policing pilot and the embedding of any ongoing activity as business as usual.
  - **Introduction of an objective relating to the Office's use of technology and artificial intelligence.** This reflects new opportunities becoming available through the introduction of Co-Pilot within Dyfed-Powys Police and the need for the office to identify opportunities for efficiency through selected routine business processes.
  - **Closure of the objective relating to measuring public trust and confidence.** The introduction of the new national Police Performance Framework includes a focus on public trust and confidence as measured via the Crime Survey of England and Wales.
  - **Introduction of objectives relating to police landscape reform and OPCC transition.** These reflect the emerging activity through Policing in Wales relating to the future of OPCCs in Wales, and the work that will be necessary at a local level to prepare the Office and staff for transfer to any new organisation.
  - **Closure of the objective relating to oversight of Right Care, Right Person.** This approach has moved into business as usual. OPCC oversight will continue through attendance at strategic Force boards.
  - **Closure of the road safety and rural crime select committee objectives.** Feedback and learning from the first select committee

into intervention and prevention for young people has identified opportunities to streamline the approach. As a result, the objective relating to **road safety lobbying has been amended** to include a multi-agency roundtable to gather best practice and areas for development to influence the PCC's lobbying activity.

- **Closure of the Pathfinder Project objective.** Monitoring of the project has developed into business as usual activity.
- **Closure of the trauma-informed objective.** Extensive work over the past year has embedded trauma-informed approaches across the work of the OPCC.
- **Closure of the advocates network objective.** Improvements to opportunities for feedback via contract monitoring, the Local Criminal Justice Board Victim and Witness Sub-Group and partnership meetings have reduced the urgency for a new network to be established.
- **Closure of the rural crime survey objective.** Reflects the recent introduction of Dyfed-Powys Police's Wildlife and Rural Crime Strategy and improvements to governance and partnership working.
- **Expansion of the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Perpetrators Programme objective** to include the high-risk high-harm programme DRIVE.
- **Introduction of stalking support service objective.** Reflects the work required to establish a longer-term service following on from the pilot.
- **Closure of the Neighbourhood Policing Prevention Team performance monitoring objective.** This has been embedded as business as usual through attendance at the Force's performance governance arrangements and PCC's oversight via his Strategic Performance Board meetings.

8. The external facing four-year business plan has also been updated and is included in the appendix for the Panel's perusal.

9. The OPCC leadership team will keep the plan under continuous review throughout its duration to maintain flexibility to address emerging demands and developments. Any significant amendments will be reported to the Panel through the quarterly progress reports.

## Appendix

### Refreshed Business Plan April 2026



OPCC Business Plan  
2025-29 v.2.0 (May 21)

This page is intentionally left blank



Comisiynydd Heddlu a Throseddu  
Dyfed-Powys  
Police and Crime Commissioner

# BUSINESS PLAN

## 2025-29

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Reason for change</b>
1.0	April 2025	Claire Bryant	Initial version as published
2.0	May 2026	Claire Bryant	Revision for year 2 (2026-27)

## Contents

1. Introduction.....	3
2. Vision and Values .....	4
3. The role of the Office of the Police and Crime Commissioner .....	5
4. Action Plans.....	10
5. OPCC Performance .....	17
6. APPENDIX 1 Business Planning and Monitoring Cycle.....	18

# 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) 2025-29 sets out the Commissioner's priorities for the Dyfed-Powys Police 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 for the duration of the PCP. 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 years 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 all 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.

Following the UK Government's announcement of their intention to abolish the role of Police and Crime Commissioners from May 2028, the OPCC Senior Managers and the Commissioner undertook a comprehensive review of this plan to re-prioritise activities and build capacity for the transition preparation that will be required up to May 2028 and beyond. Some activities have been downgraded to business as usual and therefore no longer feature on this plan. This exercise will be repeated at regular intervals as we move closer to the transition date to ensure the ambitions remain achievable within the context of the evolving landscape.

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: Improving Trust and Confidence in Local Policing

As set out in the Police and Crime Plan 2025-2029, the overarching vision for the Commissioner is to improve trust and confidence in Dyfed-Powys Police and our criminal justice system as a whole. This means we are committed to providing a police service and justice system that ensures people are:

- Protected - we protect people from crime, and seek justice for victims.
- Respected - we are perceived as fair, respectful and impartial in all we say and do.
- Involved - we support people from all backgrounds to contribute to how we work.
- Represented - we are representative of the public we serve, promote equal opportunities, eliminate discrimination and encourage confidence in our officers, staff and volunteers.

### The Priorities for Policing and Crime

To achieve the vision of “Improving Trust and Confidence in Local Policing” the police and all other criminal justice system organisations are encouraged to contribute to achieving the Commissioner’s priorities for policing and crime:

- **Supporting victims and preventing victimisation.** Ensuring that all victims are recognised, safeguarded, supported, and receive a service tailored to their individual needs.
- **Supporting safe communities by preventing harm.** Preventing harm to individuals and communities caused through crime, anti-social behaviour and vulnerability by addressing the drivers of harm.
- **Supporting a more effective justice system.** Working with criminal justice partners to tackle the challenges faced by our communities, by influencing and advocating change and improving the experience for victims and witnesses.

### 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 has 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 guiding principles to deliver a compassionate and inclusive Police and Crime Plan are:

1. Partnership working – working in partnership with organisations and communities to secure and ensure that services meet people's needs, improving their experience and outcomes. This includes working on shared endeavours for Policing in Wales:
  - Working towards and Anti-Racist Wales
  - Giving communities a voice
  - Achieving value for money
  - Working together to achieve a Wales Without Violence
  - Working towards delivering a Trauma-Informed Wales

2. Governance and accountability – being transparent and accountable to the people of Carmarthenshire, Ceredigion, Pembrokeshire and Powys.
3. Sustainability – using the three pillars of sustainability (social, economic and environmental), building a solid platform from which Dyfed-Powys Police can deliver its services.
4. Engagement and being the voice of community – involving people who live in the Dyfed-Powys Police area in decisions that matter to them.
5. A tailored, person-centred approach – understanding the importance of tailoring our work, and the services we commission, to the unique experience and needs of individuals.

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 responsibilities of the Chief Executive and the Chief Finance Officer, the OPCC delivers:

### Commissioning and Partnerships

1. Oversight of appropriate needs assessments and legislative requirements to identify gaps and areas for improvement in service provision.
2. 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 the Dyfed-Powys Police area.
3. Management of the OPCC's partnership commitments, including the Commissioner's reciprocal duty to work with partners to reduce crime and antisocial behaviour.
4. 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.
5. Overseeing the pursuance of external grant and funding opportunities in support of the Police and Crime Plan priorities, project managing successful bids to ensure that the Corporate Governance Framework is adhered to.
6. 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

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

## Strategy and Policy

1. Development, monitoring and implementation of the PCP.
2. Leading on specific policy areas to design, develop and propose appropriate courses of action to help meet the PCP.
3. Environmental scanning and analysis.
4. Thematic reviews and project work in support of the PCP.
5. Policy influencing and lobbying activity.
6. Ensuring the Commissioner complies with their statutory duty to respond to all reports published by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services.
7. Supporting the embedding of Evidence-Based Practice in day-to-day operational policing.

## Communications and Engagement

1. Engaging with young people through our Youth Ambassadors Scheme.
2. Ensuring victims have a voice through our Victim Survivor Engagement Network.
3. Organising and attending public engagement events.
4. Prepare communications (e.g. press releases and bulletins) and sharing with public and key stakeholders.
5. Development, design and publishing of publications (e.g. Annual Report and Promotional Material).
6. Managing social media platforms.
7. Supporting and developing local and national Awareness Campaigns.
8. Public consultations.
9. Ensuring website content is kept updated with news, events and key activities.
10. Development and implementation of the Strategic Equality Plan.

## **Budget for 2026-2027**

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	£	1,700,888
PCC Commissioning	£	1,767,257
Net Costs OPCC	£	3,468,145



## 4. Action Plans

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.

### 1. Children and Young People

Children and Young People	Lead	Timescale			
		2025/26	2026/27	2027/28	2028/29
<b>Intervention Services for Children and Young People</b> Monitor DPP’s work to deliver consistent approaches to prevention, intervention and engagement services for children and young people in education settings, in the community and custody suites.	Head of Strategy and Policy	✓	✓		
<b>Communications and Engagement Strategy</b> Deliver the Children and Young People Communications and Engagement Strategy to ensure that young people are given a platform to voice their views and experiences and are informed of the work of the PCC and the Office.	Head of Communications and Engagement	✓	✓		
<b>Select Committee</b> Conduct a Select Committee focusing on Children and Young People, where the PCC will publicly hold Dyfed-Powys Police’s Chief Constable and partners to account through the scrutiny of evidence and information provided by key stakeholders who work with Children and Young people.	Head of Strategy and Policy	✓	✓		

## 2. Data and the use of Research

Data and the use of Research	Lead	Timescale			
		2025/26	2026/27	2027/28	2028/29
<b>Partnership and External Funding Arrangements</b> Review the partnership and external funding arrangements to ensure maximisation of opportunities for jointly funded endeavours.	Director of Commissioning and Partnerships	✓	✓	✓	✓
<b>Effectiveness of Services</b> Utilise the various scrutiny methods within the PCC's governance structure to provide assurance on the effectiveness and value of delivery by commissioned and grant funded services.	Director of Commissioning and Partnerships / Head of Assurance	✓	✓	✓	
<b>Victims' Code of Practice (VCoP)</b> Monitor VCoP metrics through the Police and Crime Plan Performance Framework and supporting governance structures.	Head of Assurance		✓		
<b>Office Use of Technology and Artificial Intelligence (AI)</b> Improve the efficiency of selected routine business processes through the introduction of the ethical use of AI within the OPCC.	Head of Assurance		✓	✓	✓
<b>SAIL Databank</b> Continue to drive All-Wales activity to achieve the routine sharing of police data into the SAIL databank.	Head of Strategy and Policy	✓	✓		
<b>Performance Framework</b> Implement a comprehensive Performance Framework to measure progress against the priorities within the Police and Crime Plan which will be monitored through the PCC's quarterly Strategic Performance Board.	Head of Strategy and Policy	✓	✓		
<b>Communicating Performance</b> Work with DPP to develop products to inform the public on how we are doing against the Police and Crime Plan.	Head of Strategy and Policy / Head of Communications and Engagement		✓		

Data and the use of Research	Lead	Timescale			
		2025/26	2026/27	2027/28	2028/29
<b>Sustainability</b> To support the implementation and embedding of a sustainability culture within the Force and OPCC, regularly reviewing progress against agreed targets within the DPP Sustainability & Decarbonisation Strategy.	Chief Executive	✓	✓		

### 3. Collaboration

Collaboration	Lead	Timescale			
		2025/26	2026/27	2027/28	2028/29
<b>Police Landscape Reform</b> Support the development and implementation of new governance arrangements for Policing in Wales through continued work with the Association of Police and Crime Commissioners.	Head of Strategy and Policy		✓	✓	✓
<b>OPCC Transition</b> Prepare the OPCC for transition to the new governance arrangements from May 2028, including the development of a comprehensive staff training and development plan.	Chief Executive		✓	✓	✓
<b>Substance Misuse Prevention and Treatment Services</b> Work with APB colleagues to review the required investment into substance misuse prevention and treatment services, to revise the service specification to ensure criminal justice service users are appropriately identified and supported and to evaluate the outcomes delivered by jointly commissioned services.	Director of Commissioning and Partnerships	✓	✓	✓	

Collaboration	Lead	Timescale			
		2025/26	2026/27	2027/28	2028/29
<b>Internal Communications Strategy</b> Develop and implement an internal communications strategy to increase awareness of the PCC's role and responsibilities and the work of the OPCC, in particular to enhance the internal and external awareness raising of commissioned services.	Head of Communications and Engagement / Director of Commissioning and Partnerships	✓	✓	✓	
<b>Victims Needs Assessment</b> Refresh the Victims Needs Assessment, including consideration of children and young people and those with protected characteristics.	Director of Commissioning and Partnerships		✓		
<b>Women in the Criminal Justice System</b> Work with partners to develop the support for women in the criminal justice system.	Director of Commissioning and Partnerships		✓	✓	

#### 4. [Road Safety](#)

Road Safety	Lead	Timescale			
		2025/26	2026/27	2027/28	2028/29
<b>Supporting Improved Road Safety</b> Conduct a multi-agency roundtable focusing on road safety to identify best practice and areas for development to support improved road safety across the Dyfed-Powys Police area. Lobby Welsh Government and partners to improve road safety, for example through introducing graduated licenses for new drivers and re-assessments for older drivers.	Head of Strategy and Policy	✓	✓		

## 5. Local Victims' Champion

Local Victims' Champion	Lead	Timescale			
		2025/26	2026/27	2027/28	2028/29
<b>Restorative Justice</b> Support DPP to 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.	Head of Strategy and Policy	✓	✓		

## 6. Equality, Diversity and Inclusion

Equality, Diversity and Inclusion	Lead	Timescale			
		2025/26	2026/27	2027/28	2028/29
<b>Joint Strategic Equality Plan</b> To ensure progress and delivery against the objectives of the joint Strategic Equality Plan for 2024-29.	Head of Communications and Engagement / Head of Assurance	✓	✓	✓	✓
<b>Engagement Strategy</b> Ensure oversight of Force performance in accordance with their Engagement Strategy and implementation of OPCC Engagement Strategy.	Head of Communications and Engagement	✓	✓	✓	✓
<b>Scrutiny Representation</b> To develop alternative methods of scrutiny to widen representation of scrutiny panels.	Head of Assurance	✓	✓	✓	✓

## 7. Rural Crime

Rural Crime	Lead	Timescale			
		2025/26	2026/27	2027/28	2028/29
<b>Prevention Activity</b> Seek to support DPP to work with rural industries to ensure best practice from other areas is applied in relation to rural crime prevention activity.	Head of Strategy and Policy		✓	✓	

## 8. Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV)

VAWDASV	Lead	Timescale			
		2025/26	2026/27	2027/28	2028/29
<b>Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Perpetrators Programme</b> Continue to develop the regional programme of support for perpetrators of VAWDASV crimes, including the implementation of CARA out of court disposal route and the high-risk high-harm programme DRIVE.	Director of Commissioning and Partnerships	✓	✓	✓	
<b>Stalking support service</b> Develop and procure a stalking support service based on the effective pilot, to support medium and high risk victims of stalking.	Director of Commissioning and Partnerships	✓	✓	✓	
<b>Wales Sexual Assault Services</b> Continue to collaborate with Policing and Health Colleagues to deliver against the Wales Sexual Assault Services programme, ensuring that services are fit for purpose for the communities and needs of Dyfed Powys.	Director of Commissioning and Partnerships	✓	✓	✓	

VAWDASV	Lead	Timescale			
		2025/26	2026/27	2027/28	2028/29
<b>Domestic Abuse Virtual Response Unit (DAVRU) evaluation</b> Support the academic evaluation of the DAVRU in DPP and ensure that the evaluation findings drive further improvements in DPP's response to victims.	Head of Strategy and Policy	✓	✓		

### 9. [Neighbourhood Crime and Anti-Social Behaviour \(ASB\)](#)

Neighbourhood Crime and ASB	Lead	Timescale			
		2025/26	2026/27	2027/28	2028/29
<b>Serious Violence Duty</b> 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 and analysis of interventions to inform future prevention partnerships.	Director of Commissioning and Partnerships	✓	✓	✓	
<b>Anti-Social Behaviour (ASB)</b> Work with DPP and partners to contribute to the UK Government's priority to 'crack down' on ASB, through: <ul style="list-style-type: none"> <li>• Ensuring effective use of the Home Office Hotspot Action funding to drive improvements in partnership prevention work.</li> <li>• Improving how victims of ASB are supported.</li> <li>• Facilitating better use of the ASB Case Review.</li> </ul>	Director of Commissioning and Partnerships / Head of Strategy and Policy	✓	✓	✓	

## 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



## DYFED-POWYS POLICE AND CRIME PANEL

20/05/2026

**Subject:**

PERFORMANCE SUB-GROUP REPORT 2025/2026

**Purpose:**

To note the report of the Performance Sub-Group.

**Recommendations / Key Decisions Required:**

To note the report.

**Reasons:**

The Performance Sub-Group was tasked with undertaking a specific piece of scrutiny work in the 2024/2025 Panel Annual Report.

**Cabinet Decision Required**      Not Applicable

**Council Decision Required**      Not Applicable

**CABINET MEMBER PORTFOLIO HOLDER:**      Not Applicable

**Report Author:**

Robert Edgecombe

**Designations:**

Panel Support Officer

**Contact Details:**

Tel: 01267 224018

E-mail: [rjedgeco@carmarthenshire.gov.uk](mailto:rjedgeco@carmarthenshire.gov.uk)

**EXECUTIVE SUMMARY  
DYFED-POWYS POLICE AND CRIME PANEL  
20/05/2026**

**PERFORMANCE SUB-GROUP REPORT 2025/2026**

The 2024/2025 Panel Annual Report tasked a sub-group of Panel Members ('Performance Sub-Group') with carrying out a piece of scrutiny work.

The subject of the Group's activities, as per the annual report was "to scrutinise of the Commissioner holds the Chief Constable to account and the governance arrangements in place for doing so".

The report of the sub-group is attached and the Panel is asked to note its conclusions and recommendations.

**DETAILED REPORT ATTACHED?**

**YES**

**Section 100D Local Government Act, 1972 – Access to Information**

**List of Background Papers Used in Preparation of This Report:**

Title of Document	File Ref No.	Location Papers Available for Public Inspection
Host Authority Files	PACP-114	County Hall, Carmarthen

This page is intentionally left blank

# PCC GOVERNANCE ARRANGEMENTS REVIEW

Performance Sub-Group  
2025/2026 Report

PANEL HEDDLU A  
THROSEDDU DYFED POWYS

DYFED POWYS POLICE  
AND CRIME PANEL

Page 137



<b>Overview</b>	3
<b>Summary of Actions</b>	3
<b>Action Findings</b>	4
New Governance Arrangements	5
Policing Board	5
Strategic Performance Board	5
Professional Standards Assurance Board	5
Select Committee Meeting Approach	6
Community Engagement	6
Additional Oversight	7
Summary and Initial Observations	7
Best Practice Guidance	7
<b>Conclusion</b>	8
<b>Recommendations</b>	8
<b>Appendix</b>	10
Appendix A: Summary of Best Practice Guidance	10
A1. Policing Protocol 2023	10
A2. PCC Accountability Framework	10
A3. PCC and Chief Constable Accountability: A Good Practice Guide	11
A4. 'Working With and Holding your Chief Constable to Account'	11
A5. The Role and Responsibilities of Police and Crime Commissioners	11

## Overview

---

Section 1(7) of the Police Reform and Social Responsibility Act 2011 (2011 Act) stipulates that the Police and Crime Commissioner (PCC) must hold the Chief Constable to account for the exercise of their functions, in addition to the functions of any person(s) under their direction and control. Sub-sections A to H of Section 1(8) of the 2011 Act further specify this duty, outlining the specific functions of the Chief Constable that the Commissioner is required to hold them accountable for.

Although the Commissioner is responsible for appointing the Chief Constable, as demonstrated at the Panel's confirmation hearing for their recommended candidate on the 7<sup>th</sup> October 2025, the Chief Constable retains complete operational independence and responsibility for policing. The Policing Protocol 2023, which outlines the relationship between the PCC and the Chief Constable, further codifies this independence, noting that the PCC has no involvement or responsibility for operational policing matters.

As part of the Panel's annual report approved during its meeting on the 29th April 2025, a key priority identified for 2025-2026 was to scrutinise the governance arrangements in place by the PCC to hold the Chief Constable to account. To ensure oversight of this priority for the current municipal year, the Panel assigned responsibility for this priority to the Performance Sub-Group based on two core objectives:

- To assess that the governance arrangements in place for holding the Chief Constable accountable were suitable.
- To determine whether the governance arrangements in place for holding the Chief Constable accountable were effective.

## Summary of Actions

---

The Performance Sub-Group for the 2025-2026 municipal year consists of the following members:

Professor Ian Roffe (Chair of Panel)	Independent Co-opted Member
Mrs. Helen Thomas	Independent Co-opted Member
Cllr. Ken Howell	Carmarthenshire County Council
Cllr Michael Thomas	Carmarthenshire County Council
Cllr. Wyn Thomas	Ceredigion County Council
Cllr. Jonathan Grimes	Pembrokeshire County Council
Cllr. Simon Hancock <sup>1</sup>	Pembrokeshire County Council
Cllr. Simon Wright	Pembrokeshire County Council
Cllr. Les George	Powys County Council
Cllr. William Powell	Powys County Council

<sup>1</sup> As of the 9th of February 2026, Cllr. Simon Hancock's term of office with the Panel had concluded. Cllr. David Simpson was formally appointed as their replacement by the Home Office.

As part of its delegated responsibilities for this municipal year, the sub-group identified a range of actions to undertake to determine the details, functionalities and effectiveness of the PCC's arrangements of holding the Chief Constable to account:

- Delegated responsibility to alternating sub-group members to attend the Office of the Police and Crime Commissioner's (OPCC) Strategic Performance Board and Select Committee meetings.
- Identified a range of research areas aligned with the Commissioner's responsibility for holding the Chief Constable to account. The research areas identified by the sub-group can be found below:
  - Identify the details and the functionalities of the PCC's new governance arrangements.
  - Determine and evaluate best practice and guiding principles for the relationship between the PCC and Chief Constable provided by the following: the Home Office, College of Policing, Association of Police and Crime Commissioners (APCC) and the Association of Police and Crime Commissioners' Chief Executives (APACCE).
- With the support of the Panel's Lead Officer, established contact with the other Lead Officers of the other Welsh panels to seek input regarding the arrangements adopted by their respective PCC's.
- Arranged virtual meetings of the sub-group with the Panel's Support Officers to review the research conducted and provide an opportunity to members who attended the Performance Board and Select Committee meetings to discuss the issues raised within those.

Sub-group members, as part of their wider role on the Panel, have also undertaken other activities relevant to their core objectives. These include raising questions on matters that the Commissioner may have raised in their relationship with the Chief Constable during meetings of the overall Panel, in addition to the aforementioned hearing to review and report on the PCC's proposed appointment for the position of Chief Constable.

## **Action Findings**

---

Through the actions undertaken by the sub-group, its findings – primarily attributed to its analysis and research on how the Chief Constable is held accountable by the Commissioner are summarised in the two sub-sections below.

## New Governance Arrangements

---

In recognition of the PCC's commitment to enhancing governance and scrutiny, strengthening stakeholder involvement, and improving public engagement, five new governance arrangements were identified to be introduced.

The Panel formally noted these arrangements at its meeting on the 25th October 2024, with a summary of each provided below:

### Policing Board (Monthly)

- Main governance forum that is held monthly for the PCC to hold the Chief Constable to account, in alignment with the Policing Protocol 2023.
- Helps the PCC to understand the Chief Constable's approach to 'dynamic and emerging issues', organisational performance and driving improvements in policing services.
- Underpinned by a clearly defined terms of reference (Appendix A of OPCC Governance Review Position Update Report).

Minutes of the meetings are published and can be accessed on the OPCC website: [Policing Board Minutes](#).

### Strategic Performance Board (Quarterly)

- Quarterly meeting that helps scrutinise the strategic, financial and general performance of the Force, in addition to assessing the level of public trust/confidence in policing in alignment with the Policing Protocol 2023.
- Responsibilities of the board are wide-ranging, including:
  - Using the 'critical friend approach' to help drive improvement in services.
  - Comparing the force's performance against the strategic priorities within the PCC's Police and Crime Plan.
- Has a designated work programme, driven by a comprehensive Performance Framework which underpins the Police and Crime Plan, to help ensure the force addresses national and local policing priorities and that specific areas of performance are correctly addressed.
- Governed by a clearly defined terms of reference (Appendix B of OPCC Governance Review Position Update Report), which promotes a highly transparent scrutiny process.

Minutes of the meetings are published and can be accessed on the OPCC website: [Strategic Performance Board Minutes](#).

### Professional Standards Assurance Board (Quarterly)

- Provides oversight of how Dyfed-Powys Police handle complaints, misconduct and professional standards matters.

- Supports the Commissioner in their statutory role to hold the Chief Constable to account on behalf of the public, to ensure that concerns about police conduct are managed fairly, lawfully and transparently.
- Scrutinises the work of the force's Professional Standards Department to ensure that appropriate systems and processes are in place, and action is taken where improvements are needed on areas including:
  - How complaints from the public are handled, including the timeliness and quality of complaint responses.
  - Misconduct and disciplinary matters.
  - Learning identified from complaints, investigations and hearings.
  - Compliance with national legislation, guidance and recommendations.
  - Vetting performance.

In accordance with its commitment to transparency, the PCC publishes information on complaint handling and professional standards oversight on the OPCC website to ensure public concerns about policing are scrutinised and addressed appropriately: **Professional Standards Assurance Board**.

#### Select Committee Meeting Approach

- A formal, public forum which is held three times a year during Spring, Autumn and Winter.
- Highly collaborative through its inclusion of key partners, providers and stakeholders, which provides an opportunity to identify joint areas of improvement and problem-solving.
- Items for consideration are directly related to the priorities outlined in the Police and Crime Plan and have a clearly defined review timeframe, to provide an opportunity for the Commissioner to outline their role in service improvements within a certain area.

In correspondence with the OPCC, it was noted that only one select committee has been held to date. A review of the process determined that partnership roundtable discussions could yield similar results at a lower resource intensity. Therefore, the OPCC is currently facilitating plans to deliver the next review of road safety through a roundtable approach.

#### Community Engagement

- Developed to provide a more focused, structured method for public engagement, community feedback and holding the Chief Constable to account.
- Integrated with the OPCC's monthly community engagement days, and highly collaborative through cooperation with local Neighbourhood Policing and Prevention Teams (NPPTs) as part of the new NPPT strategy.

- The NPPT Strategy is supported by a communication plan that integrates community needs and feedback into governance and works closely with the force's Central Prevention Hub to deliver monthly community surgeries and meetings to respond to local concerns effectively.
- Performance measures demonstrating public engagement and visibility are reported to the Police and Crime Commissioner through his Strategic Performance Board.

### Additional Oversight

In addition to the five mechanisms outlined above, oversight is further strengthened through His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). Under Section 55 of the Police Act 1996, Police and Crime Commissioners are required to respond to HMICFRS reports within 56 days of publication.

The Commissioner formally invites the Chief Constable to provide written responses to each identified area for improvement through the Policing Board, informing the Commissioner's official response. This response is published on the OPCC website and formally submitted to HMICFRS and the Home Secretary.

The OPCC then uses these findings to plan future scrutiny and assurance activity, with progress monitored through periodic reports to the Policing Board and biannual updates to the Joint Audit Committee. This process enables the Commissioner to hold the Chief Constable to account for progress made.

Both the Commissioner and the OPCC are invited to briefings between the force and HMICFRS leading up to and following inspections, ensuring clear oversight of progress and HMICFRS priorities, and enabling direct, informed engagement with the inspectorate.

### Summary and Initial Observations

From an analysis of the governance arrangements implemented by the PCC, each plays an integral role in the relationship between the Commissioner and the Chief Constable, addressing key priorities and enhancing the accountability of the Commissioner in fulfilling their statutory responsibilities on behalf of the public.

Upon a cursory review of comparable arrangements with those adopted by other OPCCs, it is evident there is a pronounced emphasis on accountability. Notable similarities can be drawn through their focus on a strategic outlook for the matters by which the Commissioner seeks to hold Chief Constables accountable. Although the arrangements between OPCCs may differ to reflect the operating context of each force area – the clear similarities between them demonstrate that the arrangements for Dyfed-Powys are relevant, prudent and effective.

### **Best Practice Guidance**

A range of best practice guidance was identified through the research undertaken by the sub-group. A summary of the relevant guidance evaluated can be found in Appendix A for review.

From the sub-groups' perspective, compliance with all relevant best practice guidance is clearly evidenced across the arrangements adopted by the Commissioner. In particular, the Panel receives regular updates at its quarterly meetings, providing strong assurance that the Commissioner is meeting the statutory requirements of the Policing Protocol, which sets out the framework for the relationship between the Commissioner and the Chief Constable.

The arrangements in place demonstrate that the Commissioner makes extensive use of the multitude of governance mechanisms recommended by the PCC Accountability Framework (Appendix A2), such as community engagement and scrutiny panels.

Members that have had the opportunity to attend meetings to observe the governance arrangements in operation can attest to the implementation of the guiding principles such as those in Appendix A3 that shape effective working relationships between the PCC and Chief Constable, particularly in ensuring an effective balance between factors including operational independence, transparency and public accountability.

Through correspondence with the OPCC, the sub-group was made aware of additional best-practice guidance from the Association of Police and Crime Commissioners' Chief Executives (APACCE). Upon reviewing the content of the 'Holding to Account Toolkit', the sub-group was assured that the governance arrangements in place further evidenced the use of best practice and reinforced their effectiveness in holding the Chief Constable accountable.

## **Conclusion**

---

The scope of this enquiry involving a review of the governance arrangements in place for holding the Chief Constable of Dyfed-Powys accountable was both extensive and complex. The processes in place reflect good practice and guidance nationally, which helps facilitate a clear means for holding the Chief Constable to account for actions of the police service.

The governance arrangements are adaptable in the sense that the focus of scrutiny is capable of change depending on the circumstances. These arrangements are viewed by members of the sub-subgroup as effective.

The conduct of this review involved attendance of sub-group members at particular governance meetings between the Police and Crime Commissioner and the Chief Constable. Members were invited to actively participate in these meetings, which provided a demonstrable way in which the governance arrangements currently work, with a culture of mutual respect and trust evident among the roles of the Chief Constable, PCC, and the Panel.

## **Recommendations**

---

From the sub-groups' perspective, attendance by members at meetings such as the Strategic Board and Select Committee provides a vital insight into the governance dynamic between the PCC and Chief Constable, and should be maintained.

The PCC is considering adapting the Select Committee approach in light of the Home Office's proposed organisational changes, and the Panel would wish to continue its involvement in any new arrangement and any enquiries.

The scope of this current review presented challenges due to its breadth, and a successor review would benefit from a clearer definition.

## Appendix

---

### Appendix A: Summary of Best Practice Guidance

---

Five primary documents of best practice were identified and evaluated through the research undertaken by the sub-group. A summary of each guidance evaluated can be found in the sub-appendices below for review.

#### A1. Policing Protocol 2023

The 2023 protocol statutorily supplants the 2011 protocol, in line with the Police Reform and Social Responsibility Act 2011, following an extensive two-part review aimed at strengthening PCC accountability and policing governance.

Key guidance outlined in the protocol highlights the importance of both PCCs and Chief Constables having a clear, shared definition of their roles and responsibilities to enable an effective working relationship. Importantly, particularly from the perspective of the sub-group, the protocol clearly sets out how the Home Secretary, PCCs, Chief Constables, and Police and Crime Panels should exercise their functions in relation to one another. Furthermore, as outlined earlier, the protocol stresses the importance of preserving the operational independence of Chief Constables by ensuring agreement on boundaries and local corporate governance schemes between themselves and the PCC.

#### A2. PCC Accountability Framework

Published by the APCC in March 2025, the framework guides PCCs in fulfilling their statutory duty to hold Chief Constables accountable through oversight procedures, performance evaluation, and governance strategies.

Notably, the framework posits that PCCs have autonomy over how to hold Chief Constables to account, as there is no optimal way to pursue this. This is reflected in how the framework provides clarity to PCCs on the differences and similarities of 'Holding to Account' and 'Scrutiny Functions', which are encapsulated by a set of guiding principles (four core and eight supplementary) that help illustrate how the functions effectively.

Despite suggesting that there is no optimal way to pursue Chief Constable accountability, the guidance outlines 17 potential mechanisms that PCCs can use, either individually or in combination, to hold the Chief Constables accountable and scrutinise their activities. Examples of these include codes of governance, community engagement and feedback, and scrutiny panels.

Accordingly, the framework underscores the importance of PCCs using data to hold Chief Constables accountable by monitoring police performance and identifying issues of public concern and areas for improvement. This is supplemented through several thematic areas for PCCs to ensure focused scrutiny on the activities of Chief Constables, and a checklist that PCCs can use to review their accountability.

### A3. PCC and Chief Constable Accountability: A Good Practice Guide

Joint guidance between the APCC, College of Policing, Chief Police Officers' Staff Association (CPOSA) and National Police Chiefs' Council (NPCC) in alignment with both the 2011 Act and Policing Protocol.

The guidance specifically provides information on how to build effective working relationships between PCCs and Chief Constables, which suggests that practical relationships are premised on these seven primary principles:

- Mutual Respect and Trust.
- Understanding the Policing Protocol.
- Clear Responsibility and Accountability.
- Regular Communication.
- Transparency in Information Sharing.
- Leveraging Senior Teams.
- Early Issue Resolution.

**Note:** Due to restricted access to the document, the sub-group was unable to review the full extent of this guidance. The above is the information that the sub-group was available to examine.

### A4. 'Working With and Holding your Chief Constable to Account'

A relatively brief, high-level guidance developed by the Home Office, which aims to set out the roles of Chief Constables and PCCs distinctly. The document primarily emphasises the importance of ensuring that the PCC distinctly ensures the Chief Constable has sufficient operational independence to assume their responsibilities, with the view that the Commissioner can obtain assurances and scrutinise the decisions and outcomes arising from the Constable's duties to ensure accountability to the public.

The guidance is divided into three primary sections that, together, provide an overview of the key elements that define an effective relationship between the two. Central to this is the need to maintain a well-calibrated balance between operational independence, transparency, and public accountability. This is further clarified with references to the 2011 Act and Policing Protocol (albeit the 2011 version) in the sections titled 'What is and what isn't an operational matter?' and 'How can a PCC strike the right balance?'

### A5. The Role and Responsibilities of Police and Crime Commissioners

Guide developed by the APCC in collaboration with the Home Office to provide an all-encompassing account of the roles and responsibilities that the PCC must assume to ensure appropriate oversight of the totality of policing within their respective force areas.

Section 2.3 of the guidance is specific to the role of the PCC in relation to Chief Constables, providing a clear description of the relationship between them in practice and several examples of how the Commissioner can duly fulfil their duties under Section 1(7) and 1(8) of the 2011 Act,

including advisory committees and performance/scrutiny reviews. The guidance essentially echoes similar messages to the others, with a summary provided below:

- The Policing Protocol serves as the foundation for the relationship between the Commissioner and the Chief Constable.
- Operational independence is a core principle of effective policing, and the Commissioner must safeguard it by ensuring the Chief Constable has appropriate autonomy to pursue it within the strategic direction set by the PCC.
- Any relationship between each other should be built on clear accountability, mutual trust, regular communication, and open information sharing.

## DYFED-POWYS POLICE AND CRIME PANEL

20/05/2026

**Subject:**

DRAFT PANEL ANNUAL REPORT FOR 2025/2026

**Purpose:**

To review and approve the draft annual report.

**Recommendations / Key Decisions Required:**

It is a requirement of the panel grant received from the Home Office that the Panel publishes an annual report.

**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

**Designations:**

Panel Support Officer

**Contact Details:**

Tel: 01267 224018

E-mail: [rjedgeco@carmarthenshire.gov.uk](mailto:rjedgeco@carmarthenshire.gov.uk)

**EXECUTIVE SUMMARY  
DYFED-POWYS POLICE AND CRIME PANEL  
20/05/2026**

**DRAFT PANEL ANNUAL REPORT FOR 2025/2026**

It is a requirement of the Panel grant received from the Home Office that the Panel publishes an annual report every year.

The attached report provides information regarding the activities of the Panel in 2025/2026 and sets out its priorities for 2026/2027.

The Panel is requested to review and approve the draft report so that it may be translated and published on the Panel's website.

**DETAILED REPORT ATTACHED?**

**YES**

**Section 100D Local Government Act, 1972 – Access to Information**

**List of Background Papers Used in Preparation of This Report:**

Title of Document	File Ref No.	Location Papers Available for Public Inspection
Host Authority Files	PACP-114	County Hall, Carmarthen

This page is intentionally left blank

# 2025/2026 ANNUAL REPORT

PANEL HEDDLU A  
THROSEDDU DYFED POWYS

DYFED POWYS POLICE  
AND CRIME PANEL



<b>Overview</b>	3
<b>Panel Membership</b>	3
<b>The Panel’s Role</b>	3
<b>2025/2026 Review</b>	5
Priority 1: Scrutiny of the Police Precept	5
Priority 2: Oversight and Governance	5
Meeting Proceedings	6
29 <sup>th</sup> April 2025	6
18 <sup>th</sup> July 2025	6
7 <sup>th</sup> October 2025	6
24 <sup>th</sup> October 2025	7
23 <sup>rd</sup> January 2026	7
10 <sup>th</sup> February 2026	7
Complaints against the Police and Crime Commissioner	7
<b>Priorities for 2026/2027</b>	8
Priority 1: Scrutiny of the Police Precept	8
Priority 2: Continued Governance Oversight and Transition Planning	9
<b>Conclusion</b>	10
<b>Appendices</b>	11
Appendix A: 2025/2026 Dyfed-Powys Police and Crime Panel Members	11
Appendix B: Panel Performance for 2025/2026	12
Appendix C: 2025/2026 Dyfed-Powys Police and Crime Panel Sub-Groups	14
Appendix C1: Finance Sub-Group	14
Appendix C2: Performance Sub-Group	14

## Overview

---



**Professor Ian Roffe**  
Chairman

As Chairman, I am pleased to present the Annual Report of the Dyfed-Powys Police and Crime Panel for 2025/2026. This report outlines the Panel's key highlights and challenges during the year and also sets out the Panel's priorities for 2026/2027.

Under the Police Reform and Social Responsibility Act 2011 (2011 Act), the Panel was formed in 2012 to challenge, scrutinise and support the work of the elected Police and Crime Commissioner (PCC) for Dyfed-Powys. Since its inception, the Panel's vision remains the same: ensuring accountability of the PCC.

Among the Panel's multiple achievements during this period include effective scrutiny of the PCC's proposed Policing Precept. Beyond its most frequently discharged functions: scrutinising the decisions made by the PCC and reviewing their performance against the Policing Protocol and the Office of the Police and Crime Commissioner (OPCC) business plan, the Panel also undertook functions that had not recently been exercised; namely, the opportunity to review the appointments of both the Chief Constable and the OPCC's Chief Finance Officer (CFO).

The Panel's goals for 2026/2027 are set out in this report, with a schedule of formal meetings established to support their attainment in the forthcoming period.

## Panel Membership

---

The Panel has 14 members in total: 12 County Councillors – 3 from each Local Authority within the force area, and 2 co-opted independent members. Further information regarding Panel Membership can be found in Appendix A.

Through the Panel's diverse membership base, this helps provide a range of viewpoints and insights from both rural and more urbanised communities across the four counties, which prove integral towards recognising the relevant factors that affect the work of the Commissioner and Dyfed-Powys Police.

## The Panel's Role

---

As stipulated by the 2011 Act, the functions of the Police and Crime Panel include the following:

- Review the PCC's Police and Crime Plan.
- Review the PCC's annual draft budget, with the power to veto the level of precept.
- Deal with certain complaints against the PCC or their deputy.
- Scrutinise decisions and actions taken by the PCC.
- Review the appointment or removal of the Chief Constable and the appointment of certain senior staff in the Police and Crime Commissioners Office, namely any Deputy Police and Crime Commissioner, and the Commissioner's Chief of Staff and Chief Finance Officer.
- Support the Commissioner in the performance of their statutory functions.
- Make reports or recommendations to the Commissioner.
- Review the Commissioner's conduct.

The Panel has undertaken a self-assessment of how it has performed these functions during the year, which can be found in Appendix B.

The 2011 Act further stipulates the statutory functions of the Police and Crime Commissioner, which are as follows:

- Setting the priorities for Dyfed-Powys Police.
- Publishing a Police and Crime Plan.
- Engaging with Communities and representing the public's voice on policing matters.
- Working closely with community safety and criminal justice partners.
- Supporting victims and bringing people to justice.
- Commissioning services to make communities safer and to support the vulnerable.
- Appointing and, if necessary, dismissing the Chief Constable.
- Dealing with complaints and disciplinary matters against the Chief Constable.
- Holding the Chief Constable to account.
- Setting the annual Police budget and precept level.

It must be noted that neither the Panel nor the Police and Crime Commissioner have any role in the management of operational policing by Dyfed-Powys Police. Operational Policing is the responsibility of the Chief Constable.

## **2025/2026 Review**

---

The Panel identified two priorities in alignment to a specific statutory function for 2025/2026. The priorities for the year are below:

### **Priority 1: Scrutiny of the Police Precept**

---

Objective: To ensure the Police and Crime Commissioner's finances are being properly managed and that the people of Dyfed-Powys are receiving value for money from the Police Precept.

Actions to Undertake:

- Publicly question the Commissioner about these matters and request relevant information from them.
- Receive a briefing from the Commissioner and the Chief Finance Officer regarding the financial status of Dyfed-Powys Police and the demands upon it.
- Delegate responsibility to the Finance Sub-Group to conduct independent research in alignment with the priority's objective.
- Hold a hearing to consider, discuss and scrutinise the proposed precept.

Outcome: The Panel unanimously endorsed the PCC's proposed precept increase of 7.47% for 2026/2027, finding the proposal appropriate with consideration to the relevant circumstances and factors.

### **Priority 2: Oversight and Governance**

---

Objective: To scrutinise and seek assurance that the governance arrangements in place by the PCC are effective and help ensure accountability of the Chief Constable.

Actions to Undertake:

- Review the governance arrangements adopted by the Commissioner and compare them with those adopted by other Police and Crime Commissioners.
- Consider publicly available information through the Performance Sub-Group regarding the operation of those arrangements, and that of alternative arrangements.
- Where possible, ensure that members of the Panel can observe the operation of those arrangements in practice.

- If necessary, request the Commissioner and their office to provide further information on the operation of their governance arrangements.

Outcome: Despite the scope of the review presenting challenges, it was determined that the arrangements in place by the Commissioner were appropriate and effective.

Both priorities listed above were delivered by sub-groups of the overall Panel, as outlined in their 'Actions to Undertake' sub-sections. Membership of the sub-groups is detailed in Appendix C. The overall Panel also had a series of supplementary priorities aligned with its statutory functions, which were delivered throughout its formal meeting schedule for the period.

## Meeting Proceedings

---

During the period under review, the Panel convened six formal meetings to consider a range of matters, as summarised below. Sub-groups of Panel Members also met regularly during the year to progress more detailed areas of work in support of its two priorities, as outlined above.

Further information on the Panel's formal meetings is available on the Panel's website under the 'Meetings' tab, through the following link: [www.dppoliceandcrimepanel.wales](http://www.dppoliceandcrimepanel.wales).

### 29<sup>th</sup> April 2025

As is usually customary at each Panel meeting, the Panel reviewed the Commissioner's decisions, assessed performance against the Policing Protocol Order, and considered progress in delivering the OPCC business plan for the relevant period. Further consideration was given to the proposed changes to the OPCC Business Plan and the Panel's annual report for 2024/2025.

### 18<sup>th</sup> July 2025

In addition to its core agenda items, the Panel considered and discussed the Commissioner's annual report for 2024/2025, reviewed the progress in delivering the first priority of the Police and Crime Plan and the OPCC's business plan for the 2025/2026 financial year.

### 7<sup>th</sup> October 2025

The primary focus of this meeting was to facilitate the confirmation hearing for the Commissioner's preferred candidate for the Chief Constable post for Dyfed-Powys Police. The Panel conducted a formal assessment through questions on five key areas, such as community engagement and professional standards. The Panel unanimously endorsed the appointment of the preferred candidate – Mr Ifan Charles, as the new Chief Constable.

24<sup>th</sup> October 2025

Upon returning to the Panel's standard items for consideration, the meeting also considered two key reports. These two reports allowed the Panel to review progress on the areas for improvement identified in the force's HMICFRS PEEL inspection, and receive updates on commissioning and grant funding awards by the OPCC for the 2024/2025 financial year.

23<sup>rd</sup> January 2026

The primary focus of this meeting related to scrutinising the proposed Police Precept for 2026/2027. Representations by the Commissioner on the reasons behind the proposed precept were supported with a report by the Panel's Finance Sub-Group report. The Panel unanimously endorsed the proposed 7.47% increase in the precept.

10<sup>th</sup> February 2026

In addition to reviewing the Commissioner's decisions, performance against the Policing Protocol Order, and progress in delivering the OPCC business plan for the relevant period, the Panel received an in-depth update on delivery of the second priority of the Police and Crime Plan, along with a briefing on Police Governance Reform. The Panel also conducted a confirmation hearing for the appointment of a new CFO for the OPCC, unanimously supporting the appointment of Mrs Nicola Davies to the position.

## **Complaints against the Police and Crime Commissioner**

---

The Police and Crime Panel must record all complaints received against the Commissioner. However, its powers in relation to such complaints are limited, and it has no authority to investigate them. Any serious complaint must be referred to the Independent Office for Police Conduct (IOPC). The Panel also has no power to require the Commissioner to take remedial action, as its remit is limited to seeking an informal resolution.

During the year, the Panel received three complaints from members of the public against the Police and Crime Commissioner, which were considered in accordance with the Panel's complaints protocol. For one complaint, it was resolved to take no further action, as the Panel found it not suitable for informal resolution, and no meaningful action was likely.

In respect of the remaining two complaints, no further action was also undertaken for these, as the Panel decided to disapply the complaints regulations, as both constituted an abuse of the complaints process.

## **Priorities for 2026/2027**

---

In light of the changes under consideration following the publication of the Home Office's police reform white paper, as well as the potential for changes to Panel membership arising from the 2027 local authority elections, setting priorities for the forthcoming year has required careful consideration, as the implications of these factors are not yet fully understood. The Panel's responsibility to ensure the needs of Dyfed-Powys communities are clearly articulated and effectively safeguarded through local democratic accountability is paramount during this time of potential transition.

In reflecting on the highlights and challenges experienced by the Panel in previous years, the Panel will continue to use the two-priority work stream approach for the 2026/2027 period. This will enable the Panel to balance the need to maintain the statutory duties of scrutinising the proposed precept and assessing policing accountability with any potential adaptations to optimise the future governance of local policing in Dyfed-Powys.

The Panel's two priorities for 2026/2027 are set out in the two sub-sections below:

### **Priority 1: Scrutiny of the Police Precept**

---

**Objective:** To ensure the Police and Crime Commissioner's finances are being properly managed and that the people of Dyfed-Powys are receiving value for money from the Police Precept.

**Actions to Undertake:**

- Publicly question the Commissioner about issues pertaining to the force's financial position and request information where appropriate.
- Request a briefing from the OPCC on the financial status of Dyfed-Powys Police, including current pressures and the potential financial implications of police governance reform.
- Delegate responsibility to the Finance Sub-Group to undertake independent research, including reviewing the latest Statement of Accounts and the Medium-Term Financial Plan, to assess the value of the precept for communities.
- Hold a hearing within one of the Panel's scheduled formal meetings for the year to consider, discuss and scrutinise the proposed precept.

**Intended Outcome:** That the level of precept set for 2027/2028 is appropriate, with consideration to the relevant circumstances and factors by February 2027.

## Priority 2: Continued Governance Oversight and Transition Planning

---

Objective: To review the effectiveness of the proposed changes to the OPCC's governance mechanisms and examine future plans for those arrangements amid proposed policing reforms.

Actions to Undertake:

- Review the effectiveness of the proposed new Partnership Roundtable mechanism, which is scheduled to replace the Select Committee Meeting approach.
- Continue to delegate attendance of Panel members at Strategic Performance Board and other OPCC meetings to maintain effective oversight of governance arrangements.
- Assign responsibility to the Performance Sub-Group to research alternative governance models and, if required, develop a formal response to the Home Office consultation.
- Where possible, request the Commissioner and their office to provide clarity on how they propose to safeguard governance and accountability during the period of transition.

Intended Outcome: To assure the effectiveness of both current and proposed governance arrangements, explore credible alternative models, and assess OPCC transition planning by April 2027.

Although the priorities for the upcoming period are inherently similar to previous years, they have been refined to accommodate for the changes being proposed by the Home Office to better understand their implications.

For instance, with Priority 1 – the actions to undertake within this will seek to understand whether the changes will impact the value for money for rate payers across the four counties that make up the force. Conversely, with Priority 2 – the actions to undertake seeks to ascertain what adjustments would be beneficial for aiding the transition and maintaining good governance of policing in Dyfed-Powys.

As with previous years, the Panel will also work on delivering supplementary priorities in alignment with its statutory functions across its meetings for the upcoming period. These include:

- Scrutinising all key decisions made by the Commissioner, including those in relation to commissioned services.
- Monitor the Commissioner's performance against the Policing Protocol Order.

- Ask the Commissioner to provide detailed progress reports regarding the implementation of their priorities in the Police and Crime Plan.

## **Conclusion**

---

2025/2026 has been another productive period for the Panel. I am grateful to my fellow Panel members, the Commissioner and their staff at the OPCC for their continued positive, cooperative approach that they all take. While uncertainty may lie ahead, I sincerely hope that the fruitful relationship between the Panel, the Commissioner and the OPCC will bear productive in helping navigate both the opportunities and challenges for the upcoming period.

## Appendices

---

### Appendix A: 2025/2026 Dyfed-Powys Police and Crime Panel Members

---

#### **Carmarthenshire County Council**

Cllr. Karen Davies

Cllr. Ken Howell

Cllr. Michael Thomas

#### **Ceredigion County Council**

Cllr. Elizabeth Evans

Cllr. Keith Evans (Vice-Chairman)

Cllr. Wyn Thomas

#### **Pembrokeshire County Council**

Cllr. Jonathan Grimes

Cllr. Simon Hancock<sup>A</sup>

Cllr. Simon Wright

#### **Powys County Council**

Cllr. Les George

Cllr. William Powell

Cllr. Liz Rijnenberg

#### **Independent Co-Opted Members**

Professor Ian Roffe (Chairman)

Mrs. Helen Thomas

A: As of the 9th of February 2026, Cllr. Simon Hancock's term of office with the Panel had concluded. Cllr. David Simpson was formally appointed as their replacement by the Home Office.

## Appendix B: Panel Performance for 2025/2026

The Panel has assigned a Red, Amber and Green (RAG) rating to each of its functions. Where the Panel has not been required to perform a particular function across the 2025/2026 period, this function has not been assigned a RAG rating. The ratings are applied as follows:

**Red:** Where the Panel has been required to perform a function, but has not done so for the period under consideration.

**Amber:** Where the Panel has been required to perform a function, and is in the process of doing so for the period under consideration.

**Green:** Where the Panel has been required to perform a function, and has done so for the period under consideration.

Function	Rating	Comment
Consideration of the Precept		The Panel considered the Precept in January 2026, and unanimously endorsed the increase proposed by the Commissioner.
Reviewing Specified Appointments by the Commissioner		The Panel reviewed two proposed appointments by the Commissioner – once, in October 2025 for the appointment of the Chief Constable, and secondly, in February 2026 for the appointment of the OPCC’s Chief Financial Officer.
Consideration of the Proposed Dismissal of the Chief Constable	N/A	The Panel were not required to perform this function during the period under consideration.
Review of the Draft Police and Crime Plan	N/A	The Panel were not required to perform this function during the period under consideration.
Review of the PCC’s Annual Report		The Panel considered and resolved to receive the Commissioner’s annual report for 2024/2025 in July 2025.

Receive Reports and Information from the Commissioner		Reports and information were received by the Panel at all of its formally scheduled meetings for the period under consideration.
Attendance of the PCC at Panel Meetings		The Commissioner attended all six of the Panel's formally scheduled meetings for the period under consideration.
Appointment of Acting Police and Crime Commissioner	N/A	The Panel were not required to perform this function during the period under consideration.
Dealing with Complaints against the Commissioner		The Panel considered and concluded three complaints in line with its complaints protocol against the Commissioner.
Supporting the Commissioner to Effectively Exercise their Functions		The Panel has been able to support the Commissioner throughout the totality of the period under consideration. Specifically, the Panel has undertaken two pieces of scrutiny work during the period and made recommendations to the Commissioner in relation to those.

## Appendix C: 2025/2026 Dyfed-Powys Police and Crime Panel Sub-Groups

---

### Appendix C1: Finance Sub-Group

Cllr. Keith Evans (Chair of Sub-Group)	Ceredigion County Council
Professor Ian Roffe	Independent Co-opted Member
Cllr. Karen Davies	Carmarthenshire County Council
Cllr. Michael Thomas	Carmarthenshire County Council
Cllr. Elizabeth Evans	Ceredigion County Council
Cllr. Simon Hancock <sup>A</sup>	Pembrokeshire County Council
Cllr. Les George	Powys County Council
Cllr. William Powell	Powys County Council

### Appendix C2: Performance Sub-Group

Professor Ian Roffe (Chair of Sub-Group)	Independent Co-opted Member
Mrs. Helen Thomas	Independent Co-opted Member
Cllr. Ken Howell	Carmarthenshire County Council
Cllr. Michael Thomas	Carmarthenshire County Council
Cllr. Wyn Thomas	Ceredigion County Council
Cllr. Jonathan Grimes	Pembrokeshire County Council
Cllr. Simon Hancock <sup>A</sup>	Pembrokeshire County Council
Cllr. Simon Wright	Pembrokeshire County Council
Cllr. Les George	Powys County Council
Cllr. William Powell	Powys County Council
Cllr. Liz Rijnenberg	Powys County Council