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THURSDAY 17 OCTOBER 2024

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

I HEREBY SUMMON YOU TO ATTEND A MEETING OF THE **DYFED POWYS POLICE AND CRIME PANEL** WHICH WILL BE HELD IN THE **CHAMBER, POWYS COUNTY COUNCIL, - LLANDRINDOD WELLS, POWYS AT 10.30 AM, ON FRIDAY, 25TH OCTOBER, 2024** FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA

Wendy Walters

CHIEF EXECUTIVE

Democratic Officer:	Kevin Thomas
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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 VACANCY

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 SIMON HANCOCK
3. COUNCILLOR VACANCY

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

A G E N D A

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- 2. DECLARATIONS OF INTEREST**
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WEDNESDAY, 24 JULY 2024

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

Carmarthenshire County Council Members:

K. Howell and K. Davies

Ceredigion County Council Members:

E. Evans and W. Thomas

Pembrokeshire County Council Matters:

J. Grimes and S. Hancock

Powys County Council Members:

W. Powell and L. Rijenberg

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 of Staff;

Mrs N. Davies – Acting Chief Finance Officer.

Also Present:

R. Edgecombe, Legal Services Manager;

N. Thomas, Simultaneous Translator;

J. Owen, Democratic Services Officer.

Chamber, Ceredigion County Council, County Hall, Aberaeron, Ceredigion:

2:00pm - 4:00pm

1. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Keith Evans.

2. APPOINTMENT OF PANEL CHAIR AND VICE-CHAIR

UNANIMOUSLY RESOLVED that :-

2.1 Professor Ian Roffe be appointed Chair of the Panel until the Panel Annual General Meeting 2025;

2.2 Councillor Keith Evans be appointed Vice-Chair of the Panel until the Panel Annual General Meeting 2025.

3. DECLARATIONS OF INTEREST

Member	Agenda Item No	Interest
Cllr. S Hancock	All agenda items	Family member is a serving Police Officer within Dyfed Powys Police Force
Cllr. W. Powell	Item 9	Has a personal interest in the decision specifically relating to the Donation to Hay, Brecon and Talgarth Sanctuary for Refugees Group.
Mrs H. Thomas	Item 9,10 & 11	Family Member is involved in the Living Wage Group

4. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING HELD ON THE 15TH MAY 2024

An error was highlighted within minute 7:-

‘With reference to the one off £10,000 goodwill payment to each of the 3 Local Authorities within Dyfed Powys, the Commissioner confirmed no caveats had been placed on the payment.’

Should read:-

‘With reference to the one off £10,000 goodwill payment to each of the 4 Local Authorities within Dyfed Powys, the Commissioner confirmed no caveats had been placed on the payment.’

RESOLVED that subject to the amendment being made the minutes of the Dyfed-Powys Police and Crime Panel meeting held on the 15th May 2024 be signed as a correct record.

5. MATTERS ARISING FROM THE MINUTES (IF ANY)

Minute Item 4

An update was requested, in regard to the review of the existing format of the school programme. The Police and Crime Commissioner explained that despite the disappointment of the retraction of funds, the schools programme would be retained within Dyfed Powys Police and letters notifying schools had been sent. In addition, it was reported that a new format of the programme would be developed replacing the current All-Wales programme. This would be designed to dovetail activities of the schools programme with other interventions and work being undertaken with young people across the force. Following a discussion with fellow Police and Crime Commissioners across Wales regarding portfolios, the Panel were informed that Mr Llywelyn would be leading on the child centred approach and youth justice within Wales.

Minute Item 7

An update was requested in regard to the review on the operation of the neighbourhood policing teams specifically in terms of the visibility approach. The Police and Crime Commissioner reported that as a result of the reduction in funding from Welsh Government towards the Police Community Support Officers (PCSO's) has necessitated decisions as part of the mid-term precept setting to retain the level of PCSO numbers before the previous manifesto commitment by the Welsh Government to increase by an additionality across Wales. Therefore, Dyfed Powys Police would have in the region of 140 PCSO's. Furthermore, the quantum of funding from Welsh Government has dropped from 50% to 25% from the previous 50/50 split between Welsh Government and local police funding through the precept. It was pleasing to announce that the numbers of PSCO's were able to be retained despite the decrease in funding however, it was important to carry out continuous monitoring in terms of visibility of policing.

The review of the neighbourhood policing has culminated in a restructure which would generate a central prevention hub with a reduced level of staffing, allowing the local prevention staff to be realigned to the frontline aspect of neighbourhood policing. However, aware that that this area had been subject to review 3 times over the last 5 years, Mr Llywelyn stated that he had made representation that it would be prudent to allow the core function to of the neighbourhood policing team which was to provide a visible presence of a named individual within communities to be retained.

In terms of drive for neighbourhood policing and the safer streets initiative, it was asked when would the public see some tangible changes? The Police and Crime Commissioner stated that improved engagement with the public would occur by way of the Engagement Strategy which was currently in draft form. In addition, events and open-door events at Police Headquarters had been held to provide local community leaders an opportunity to carry out a role as a conduit between constituents and policing services. It was explained that local level Inspectors should have the confidence and autonomy to deal with difficult matters without the need for them to be escalated/elevated to Chief Inspector or Superintendent level.

Minute Item 9

Referencing the minute content 'the Commissioner confirmed the review being undertaken on his holding of the Chief Constable to account would result in changes to the current system, an update was sought. The Police and Crime Commissioner explained that a governance review was currently in its final stages being drafted and as part of the consultation would be presented to the Panel as formal consultees for consideration and comment. The Chief of Staff added that the review was undertaken holistically rather than focussing on one element of the governance structure. It was critical to ensure that statutory responsibilities of the Commissioner were being discharged in the most effective way possible, whilst providing assurances in terms of a robust, transparent decision-making process.

6. POLICE AND CRIME COMMISSIONER DRAFT ANNUAL REPORT

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

The Panel considered the 2023-2024 Annual Report of the Police and Crime Commissioner.

The Panel thanked the Commissioner for all the hard work put into the user-friendly report.

In response to a query raised in regard to the recent Microsoft outage, the Police and Crime Commissioner stated that the systems within Dyfed Powys Police were not impacted upon.

In reference to a report that was published within the Cambrian News last week regarding the Information Commissioner who held an inquiry into Freedom of Information requests held by the Dyfed Powys Police force, which had subsequently issued a compliance enforcement order in response to the relaxed manner in which it was responded to, it was asked if this applied to the just the force and what was the Police and Crime Commissioner doing to monitor the situation? The Police and Crime Commissioner stated that he had posed questions to the Chief Officers and there was an audited trail of minuted meetings where the issues had been raised by his office. A variety of reports were provided to the meetings of the Police and Crime Commissioners office were monitored. In addition, investment of a Chief Inspector into the department has taken place to review the processes and structures, as well as fact finding work to look at how other forces manage these types of issues. Furthermore, it had been discussed at a joint Audit Committee on behalf of the Police and Crime Commission and the Chief Constable.

The following observations/comments were raised on the report:-

- Reference was made to page 63 of the report - Complaints Reviews. It was asked if compliments were also collected? It was felt that there were opportunities to learn from compliments as well as complaints. In acknowledging that the number of compliments was fewer than complaints, the Police and Crime Commissioner explained that good news was celebrated where necessary and provided examples of areas where compliments had been received. Representatives of the Office of the Police and Crime Commissioner attend the Force's 'Lessons Learned Forum'. The forum provided an opportunity to consider positive news as well as some of the negative matters.
- In response to a query regarding the Evidence Based Research Coordinator whom started on 5th February, the Police and Crime Commissioner explained that he had given this role free reign to undertake the initial academic research of policing with a focus on rural policing. The Police and Crime Commissioner had the portfolio of the lead for data analytics and academic research with Universities. It was hoped that examples of good practice and evidence-based activities that had been brought and implemented into the Force would be reported to the Panel in 6months time.

- Reference was made to the Objectives 1 of the new Strategic Equality Plan, page 86 of the report. It was asked what work would be undertaken to ensure that this objective would be realised? In acknowledging the difficulties of attracting individuals from the hard-to-reach groups or those who do not see Policing as a profession, the Police and Crime Commissioner explained that Inclusion Officer was actively engaging with a range of diverse individuals to promote the wide range of professions and careers within the police force. In addition, the presence at a range of events including Pride was important to show that the Force was an open and inclusive employer. It was reported that there had been an increase in the recruitment of individuals from more diverse communities.
- Reference was made to the Substance Misuse Services, page 31 of the report. In observing that the service contract would cease in April 2025 and minded that individuals with lesser crimes would be released from prison sooner than anticipated, it was asked if there was a requirement for a more robust service in the future? The Police and Crime Commissioner explained that currently he was not able to release the figures of those due to be released from prison at this time. However, the figures would be proportionate to the number of individuals in prison. In connection with Drug Agencies, discussions in regard to the commissioning of a new services were currently taking place with the Area Planning Board as a joint endeavour with Unitary Authorities, Police and Health Boards. In acknowledging it was an area that required significant investment, it was reported that as well as ensuring the service was robust it was important to ensure that the quantum of the funding was available for the contract.
- Reference was made to The Women's Centre, page 32-33 of the report. An update was sought. The Police and Crime Commissioner explained that the centre was planned to open within the next couple of months with a view for an official opening event in September. The Commissioner explained the blueprint approach, the ability to deliver and the situation in terms of capacity issues in the prison estate and the requirement for modernisation. The opinion was that the agenda should be pushed via the HM Prison Service, as well as the wider Minister of Justice grants. Furthermore, in acknowledging that the early release scheme may concern many women, it was asked if Dyfed Powys Police had a mechanism to ensure that there was adequate communication with victims regarding criteria of who would be released. The Police and Crime Commissioner explained that this matter was under the realms of the HM Prison Service. A dedicated unit was in place to manage the care of victims which was currently working to communicate with those victims who were impacted on. In addition to this, Dyfed Powys Police would ensure that where there was an early release the victim would be notified in advance.
- Reference was made to the Independent Road Victim Advocate Service, page 10 of the report. In connection with the introduction of the new 20mph legislation and the related hiatus of enforcement, it was asked what does the future look like? The Police and Crime Commissioner explained that a necessary lead-in time was required with such a fundamental change and whilst Welsh Government had consulted with the police at every juncture, there had been a lack of clarity and discussions now finalised, leaving policing in a difficult position.

'GoSafe' were active mainly in the 50mph and 30mph where majority of accidents occur. It was reported that unfortunately, fatalities in the force area were on the increase. Conversations continued to be had with the Welsh Government however, uncertainty remained.

Furthermore, in terms of community concerns, this can be reported via the 'GoSafe' website. Operation Snap was a facility to upload dashboard camera videos to.

RESOLVED that the Annual Report be received.

7. PROGRESS REPORT ON DEVELOPING A NEW POLICE AND CRIME PLAN

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

The Panel received for consideration a progress report on developing a New Police and Crime Plan. Since the Police and Crime Commissioner elections in May 2023 the Commission is required to adopt a new Police and Crime Plan for his current term of office.

The report sets out the progress made to date and the proposed timetable for the adoption of the new plan.

The following observations/comments were raised on the report:-

- In response to a query regarding the future format of holding the Chief Constable to Account, the Police and Crime Commissioner stated that this would be included in and aligned to the governance review. The new Police and Crime Plan would include the new performance measures which would hold the Police Force to account as part of the delivery.
- In regard to the online link to the consultation, it was observed that it would encourage more respondents if the narrative in the drop-down boxes were visible.

RESOLVED that the Progress Report on Developing a new Police and Crime Plan be received.

8. PROGRESS REPORT ON STALKING AND HARASSMENT DEEP DIVE

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

The Panel received a progress report on the Deep Dive Review of Stalking and Harassment for consideration.

At its meeting in October 2023, the Panel received a report on the findings of a deep dive scrutiny review which set out to determine whether Dyfed Powys Police was effectively managing perpetrators of stalking and harassment. This report provided the progress against each recommendation.

The following observations/comments were raised on the report:-

- Reference was made to Recommendation 18, page 14 of the report. It was asked, how long the pilot for the service through which stalking victims would receive specialist support from an Independent Stalking Advocacy Caseworker (ISAC) would be? The Police and Crime Commissioner stated that as he did not have the specific information to hand, he would circulate the response to the panel. In addition, he would check but there was a possibility that this provision was weaved into the new contract management for the new victim services. The Commissioner would provide a response informally in writing to the Panel.
- Reference was made to Recommendation 5, page 14 of the report. It was asked, if in the Police and Crime Commissioners opinion, do the Courts take breaches of protective orders seriously enough? The Police and Crime Commissioner in stating that this was a difficult question for him to respond to, it was highlighted that additional awareness sessions on the Domestic Violence Protection Orders had been provided to the magistrates across the Dyfed Powys Police area via Teams and the Domestic Violence Co-ordinator.
- Reference was made to Recommendation 4, page 5 of the report. It was asked, how much of a take up had there been for the Stalking Champion role? The Police and Crime Commissioner explained that he had not received any comments to suggest there had been issues in terms of identification, therefore there was an assumption that this had been well received as he had not heard anything to suggest the contrary. Expressions of interest were sought from individuals who would like to volunteer for the role. As a result, in acknowledging that this recommendation required further work, consideration would be given to ascertain whether there was sufficient coverage in the different departments. The Commissioner stated that he would prefer to provide a more comprehensive response and offered to provide a response in writing to the Panel.
- An expression of thanks was extended to the Police and Crime Commissioner for providing such a valuable report to the Panel.

RESOLVED that the Progress Report on the Stalking and Harassment Deep Dive was received.

9. DECISIONS MADE BY THE POLICE AND CRIME COMMISSIONER

[NOTE: Councillor S. Hancock, Councillor W. Powell and Mrs H. Thomas had earlier declared an interest in this item.]

The Panel considered a report on decisions taken by the Commissioner between 27th April to 12th July 2024.

Section 28(6) of the Police Reform and Social Responsibility Act 2011 requires the Panel to review decisions made and actions taken by the Police and Crime Commissioner in connection with the discharge of his functions and to also make such reports and recommendations to the Commissioner in relation to those decisions and actions as the Panel considers appropriate.

RESOLVED that the report be received.

10. POLICING PROTOCOL - PERFORMANCE REPORT

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

The Panel considered a performance report in relation to the Policing Protocol for Q1 of the financial year 2024-25.

It was reported that this Quarter has seen the change in performance of a number of actions, 4 actions had changed from Amber to Green and 8 had moved from Green to Amber. In addition, an improvement had been made in terms of performance with two actions having moved from Amber to Green.

RESOLVED that the report be noted.

11. OPCC BUSINESS PLAN - PROGRESS REPORT

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

The Panel received the Progress report of the Office of the Police and Crime Commissioner's Business Plan for Quarter 1 – 2024/25. The report outlined the progress that had been made in delivering the requirements of the business plan in alignment with the priorities in the Police and Crime Plan.

The report highlighted that the actions that were currently marked as a Red were on the basis that work had not yet commenced and that work would be undertaken in Quarter 2 and beyond in an effort to deliver those actions.

RESOLVED that the report be noted

CHAIR

DATE

QUESTIONS ON NOTICE – POLICE AND CRIME PANEL – 25th OCTOBER

Question from Councillor Liz Rijnenberg

According to press reports, in Dyfed Powys people from Black Minority Ethnic backgrounds are 4 times more likely to be stopped and searched than their white counterparts. Could the Commissioner advise how he is assured that reviews have been undertaken on all such cases, that they are robust and thorough and that systems are in place to share good practice.

Question from Councillor Liz Rijnenberg

The need for police officers to be visible and responsive remains important in delivering most aspects of the Police and Crime Plan. How is the Commissioner assured by the Chief Constable that the channels of communication between the Neighbourhood Policing Teams and stakeholders such as individual members of the public, councillors and community groups are sufficient to facilitate this.

Question from Councillor Ken Howell

Since establishment of the Dyfed Powys Police Rural Crime Unit, how has the Commissioner been assured that it has been effective in reducing rural crime and helping to deliver the priorities in the Police and Crime Plan

Question from Councillor Ken Howell

During the run up to the Police and Crime Commissioner elections earlier this year, I engaged with many voters in my Ward, and I was surprised at the indifferent, and even on occasion hostile attitude towards the Police. Is the Commissioner concerned that Dyfed Powys Police is losing the trust of the populace, and if so, how can that trust be regained?

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DYFED POWYS POLICE AND CRIME PANEL

25/10/2024

Subject

REVIEW OF THE POLICE AND CRIME PLAN

Purpose:

To review the Police and Crime Plan developed by Commissioner.

Recommendations / key decisions required:

To review the Plan 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

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**EXECUTIVE SUMMARY
DYFED-POWYS POLICE AND CRIME PANEL
25/10/2024**

REVIEW OF THE POLICE AND CRIME PLAN

The Police Reform and Social Responsibility Act 2011 requires the Panel to

1. Review the Police and Crime Plan developed by the Commissioner and
2. Make such reports and recommendations to the Commissioner in relation to the Plan as the Panel considers appropriate.

A copy of the draft Plan is attached for the Panel's consideration

DETAILED REPORT ATTACHED?

YES

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

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Host Authority Files	PACP-093	County Hall Carmarthen

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Dyfed-Powys Police and Crime Plan 2025-2029

Improving Trust and Confidence in Local Policing

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Foreword

To be drafted at final stage.

My Vision: Improving Public Trust and Confidence in Policing

My overarching vision for 2025-29 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.

We will seek to demonstrate this through improvements in:

- Public perceptions of safety and volumes of crime
- Public trust and confidence in the police
- Meaningful community engagement that creates action
- Positive public perception of police as an employer for all people.

My Guiding Principles for a Compassionate and Inclusive Plan

In my commitment to creating a profound and lasting positive impact, this Police and Crime Plan is anchored in core principles that reflect our values and guide the actions we will take. These principles, or golden threads, are integral to the Plan and ensure we consistently strive to meet the needs of the communities we serve, delivering the highest standards of care, inclusivity, and responsiveness to victims of crime. Through these guiding principles, I strive to ensure a more just, compassionate, and resilient police service and criminal justice system.

Partnership Working

I am passionate about working in partnership with organisations and communities to secure and ensure that services meet people's needs, improving their experience and outcomes. As your Commissioner, I will:

- Continue to strengthen my links with local partners, to support progress towards a joined up and 'One Public Service' approach.

- Continue to contribute, through the Safer Communities Board and sub-groups, to the national endeavour to enable local partnership working to support safe, strong and confident communities.
- Ensure that Dyfed-Powys Police's Neighbourhood Policing and Prevention Teams are collaborating effectively with local partner agencies to develop and deliver problem solving and crime prevention activities.
- Promote an evidence- and research-led approach to intervention and prevention work. I will enhance partnerships between Dyfed-Powys Police and academic institutions to translate and embed academic research into policing practice.
- Continue to ensure Dyfed-Powys Police meets the obligations of the Strategic Policing Requirement.
- Support the endeavours of Counter Terrorism Policing Wales, ensuring consistent messaging, training and referrals into the PREVENT mechanism.
- Continue to work with colleagues to constantly explore and evaluate new collaboration opportunities with other forces in Wales and across the UK.
- Continue to proactively influence and engage with the activities of the Association of Police and Crime Commissioners and the National Police Chief's Council.

Shared Endeavours for Policing in Wales

The Welsh Police and Crime Commissioners and Welsh Chief Constables (who make up a body known as Policing in Wales), hope that working together on a core of shared endeavours will create lasting change for the people of Wales. For this term of office, we are committed to:

- *Working towards an anti-racist Wales*, through the delivery of the Criminal Justice Anti-Racism Action Plan for Wales, seeking to actively identify and eradicate the systems, structures and processes that produce significantly different outcomes for ethnic minority individuals and groups.
- *Giving communities a voice* by encouraging active citizen participation in scrutiny and oversight, seeking ways to amplify the voices of the most socially excluded people, and representing the views of the communities of Wales on UK matters.
- *Achieving value for money* for our communities by collaborating on shared service arrangements where possible.
- *Working together to achieve a Wales Without Violence* by developing primary prevention and early intervention strategies to end violence among children and young people, through a public health, whole-system approach.
- *Working towards delivering a Trauma-Informed Wales* by contributing to a societal approach to understanding, preventing and supporting the impacts of trauma and adversity.

Governance and Accountability

I am transparent and accountable to the people of Carmarthenshire, Ceredigion, Pembrokeshire and Powys. As your Commissioner, I will:

- Foster an inclusive culture where diversity is represented and equality is a fundamental principle, through supporting delivery of Dyfed-Powys Police and my office's joint Strategic Equality Plan.
- Undertake work to understand and address disparities in the public's trust in the police. This includes improving the effectiveness of our scrutiny mechanisms to help build trust and confidence.
- Support the Chief Constable to establish a strong ethical and professional culture that enables and welcomes inclusion, and challenges inappropriate and non-inclusive behaviour when it occurs.
- Work closely with criminal justice partners to ensure I deliver my duties in support of compliance with the Victim Code Of Practice and provision of an effective and efficient criminal justice system.
- Be accountable to the Dyfed-Powys Police and Crime Panel, paying due regard to recommendations that they make on my key decisions.
- Make full use of our Joint Audit Committee, in ensuring both myself and the Chief Constable have robust business controls, financial procedures and governance arrangements in place.
- Continue to work with volunteers, forums and panels who support me in holding the Chief Constable to account for the delivery of efficient, effective and legitimate police services.
- Monitor the outcomes and quality of support delivered by the services I commission, including seeking feedback from service users to help shape service development.
- Work with the Chief Constable to proportionately respond to any independent reports issued to Dyfed-Powys Police by His Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS), guidance and learning from the Independent Office for Police Conduct (IOPC), and any other regulatory bodies.
- Ensure my office and the Chief Constable consistently place the public interest above our own reputations, by embracing open and honest public scrutiny.
- Ensure that the public are provided with the information they need to assess the performance of their policing and crime services and make informed and appropriate choices when accessing these services.

Sustainability

Using the three pillars of sustainability (social, economic and environmental), I aim to build a solid platform from which Dyfed-Powys Police can deliver its services. As your Commissioner, I will:

- Continue to lobby for a longer-term and fair funding settlement for Dyfed-Powys Police. I will also continue to make the case for Wales to receive a fair allocation of funding arising from any Comprehensive Spending

Review, review of the police funding formula or other relevant distribution of resources.

- Continue to develop and embed an innovative culture in terms of sustainability, by reducing our carbon footprint and ensuring our estate, vehicle fleet, supplies, services, processes and procedures are environmentally responsible.
- Ensure that commissioned and procured services contribute to improving the economic, social and environmental well-being of the areas served by Dyfed-Powys Police.
- Support Dyfed-Powys Police in recruiting and retaining a diverse volunteer, staff and officer workforce which is representative of our communities and develops and maintains skills, ensures longevity and continuity.
- Drive evidence-led efficiency through collaboration and learning.
- Ensure effective stewardship of the police estate by supporting economic and ecological resilience, ensuring that there is alignment with biodiverse natural environments and healthy functioning ecosystems.
- Continue to support investment in analytical capability, decarbonisation projects, technological developments and innovative modernisation programmes to deliver improvements in productivity and drive forward efficiencies.
- Encourage partnership working to respond to the climate emergency, both in terms of sustainability and environmentally friendly policies. This includes ensuring we have the collective capability and capacity to deal with the impact of climate change, such as flooding and other severe weather episodes.
- Continue to champion the Real Living Wage amongst our partners and local employers, recognising that a fair living wage not only enhances social equity and economic sustainability, but also encourages environmentally responsible practices for a sustainable future.

Engagement and Being the Voice of the Community

The people who live in the Dyfed-Powys Police area should be involved in decisions that matter to them. As your Commissioner, I will:

- Prioritise engagement with children and young people which empowers them to share their diverse experiences and shapes the way policing and criminal justice services are delivered for young people, both in education and the community.
- Work with service users to ensure there are accessible and varied methods of engaging with Dyfed-Powys Police and my office.
- Ensure that people's perspectives as members of the community and those involved in the criminal justice system (as victims, witnesses or people who offend) are reflected in our consultation plans.
- Strengthen our relationships with our diverse communities through encouraging proactive community policing and engagement activities, as outlined in our joint Strategic Equality Plan.

- Increase opportunities for contacting, listening and engaging with communities and local businesses, including joint engagement activity with the Dyfed-Powys Police and Crime Panel.
- Encourage strengthened links between neighbourhood policing, partners and community representatives, to ensure problem solving and crime prevention activities are impacting positively on local communities.
- Continue to support the Chief Constable to invest in increasing Dyfed-Powys Police's capacity to deliver policing services through the medium of Welsh.
- Work collaboratively with Dyfed-Powys Police and partners to promote volunteering roles, to encourage those with lived experience to support and engage in local delivery of criminal justice priorities and co-design services where appropriate.

A Tailored, Person-Centred Approach

We understand the importance of tailoring our work, and the services we commission, to the unique experiences and needs of individuals. As your Commissioner, I will:

- Recognise the impact of trauma on individuals, supporting those we work with to create safe and supportive environments that promote healing and empowerment.
- Ensure the Force adheres to the Charter for Families Bereaved through Public Tragedy, to ensure families bereaved through public tragedy are treated with compassion, sensitivity and respect.
- Ensure culturally sensitive, tailored responses to all victims, witnesses and people who offend.
- Work to address the specific needs and challenges faced by different genders, ensuring equitable access to our services.
- Place individuals at the heart of our service delivery, respecting their preferences and involving them in decision-making processes.
- Work with the police and partners to oversee the delivery of the Right Care, Right Person approach, ensuring that people of all ages who have health and/or social care needs are responded to by the right person, with the right skills, training, and experience, to best meet their needs.
- Seek assurance that officers and staff have access to appropriate wellbeing support to enable them to continue to serve the public with compassion, courage, respect, empathy and pride.
- In line with my statutory duty to safeguard children and young people and promote their welfare, ensure Dyfed-Powys Police and our justice partners take a child first, child-centred approach.

Priority 1: Supporting Victims and Preventing Victimisation

I am committed to ensuring that all victims are recognised, safeguarded, supported, and receive a service tailored to their individual needs.

Why does it matter?

- The four principles of procedural justice must be met to support victims through the criminal justice process. The four principles are voice, neutrality, respect, and trustworthy motives. The public told us that they will not report crimes if they do not trust that action will be taken as a result.
- The public also highlighted that poor follow-up after reporting a crime impacts negatively on their trust and confidence in Dyfed-Powys Police.
- I have a duty as Police and Crime Commissioner to review criminal justice organisations' compliance with the Code of Practice for Victims of Crime. I am also committed to ensuring the standards of care set out in the Witness Charter are upheld.
- Under the Victims' Code, it is a victim's right "*to be referred to services that support victims and have services and support tailored to [their] needs*". The public told us about how vital these independent follow up services are to supporting victims effectively.
- Those who have fallen victim to crime need to be safeguarded from repeat victimisation. A focus must also be placed on protecting the most vulnerable within our communities against crime and repeat victimisation.
- Preventing violence against women and girls (VAWG), specifically domestic abuse, rape and serious sexual offences, is a priority for us all.
- An effective justice system that works for all promotes active victim participation. The views of those with lived experience of being a victim of crime assist in the scrutiny and improvement of victims' services across the criminal justice system.

Where do we want to be?

1. Our criminal justice agencies, support services, and all who engage victims, demonstrate the four key principles of procedural justice in their practices.
2. Practices, policies and processes facilitate and encourage victim engagement and participation throughout their criminal justice journey.
3. Crimes are recorded in line with national standards to ensure victims receive the appropriate response and support in a timely manner.
4. Victims' and witnesses' rights are promoted and upheld at all stages of their journey through the criminal justice system.
5. Victims feel confident in the support they receive from Dyfed-Powys Police, receiving timely contact after reporting a crime.

6. Personalised and specialist support is accessible to all victims, regardless of their location or the nature of the crime.
7. Victims of domestic abuse, rape and serious sexual offences receive a prompt and appropriate response, in line with national operating models.
8. Opportunities for repeat victimisation are reduced through effective safeguarding.
9. Safeguarding partners and support services provide wraparound, whole-system support to vulnerable people, in particular, child victims of sexual exploitation, abuse, and sexual harassment.
10. Our communications and actions demonstrate that VAWG is not tolerated inside or outside policing.
11. Victims, witnesses and survivors are encouraged to share their feedback, scrutinise and assist in improving victims' services, in a trauma-informed way.

How will performance be measured?

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

1. Victim satisfaction with how they have been treated.
2. Victim participation in the criminal justice system.
3. Compliance with Home Office Counting Rules and National Crime Recording Standards.
4. Compliance with the Victims' Code.
5. The frequency and quality of victim updates.
6. Access to, engagement with, and feedback regarding support services and interventions.
7. Timely and appropriate responses to reports of domestic abuse, rape and serious sexual offences.
8. Repeat victimisation and safeguarding measures.
9. Reporting, identification and response to harms caused by the exploitation of vulnerable people, especially children.
10. Reporting, identification and response to harms caused by crimes of VAWG.
11. Service improvements as a result of learning from the experience of victims and survivors.

Priority 2: Supporting Safe Communities by Preventing Harm

I am committed to preventing harm to individuals and communities caused through crime, anti-social behaviour and vulnerability by addressing the drivers of harm.

Why does it matter?

- Police and Crime Commissioners and partners have a duty to work together to prevent and tackle crime, reduce disorder, anti-social behaviour, re-offending and substance misuse.
- Child-centred policing recognises that children are different to adults and they have different needs and vulnerabilities. I am passionate about ensuring policing and criminal justice services deliver interventions for children and young people which focus on diversion and prevention, both in education settings and the community.
- The public told us that they would like to see tougher enforcement and prevention regarding drugs supply. One of the Chief Constable's priorities is to make our area hostile to those that deal drugs.
- Visible policing is extremely important to our residents as it promotes feelings of safety and improves confidence to report crimes. It is vital that Dyfed-Powys Police's refreshed focus on neighbourhood policing and prevention is maintained, and the impact is felt by our communities.
- Policing in Wales makes preventing harm and working with others to tackle the drivers of harm, a priority. Our residents agreed there should be a strong focus on preventing harm and dealing with low-level crime before it escalates.
- Criminal Justice in Wales is committed to ensuring that early intervention and prevention are strategic priorities for all Criminal Justice organisations.
- The National Police Chief's Council and the Association of Police and Crime Commissioners' priority is to develop the use of early preventative action and problem-solving approaches.
- I have a duty to hold the Chief Constable to account for having, or having access to, the capabilities that have been identified in the Strategic Policing Requirement as critical to the planning of an effective and proportionate response to the national threats.

Where do we want to be?

1. Individuals, communities and organisations are resistant and resilient to the impact of crime and anti-social behaviour in the physical and cyber worlds.
2. Policing services are visible and accessible, meeting the needs of the urban and rural communities they serve.
3. Police and partners work with local communities to problem solve and deliver crime prevention activities.
4. Road safety initiatives are evidence-led and effective at addressing the main causes of road traffic collisions and injuries.

5. Disruptive activity reduces the threat from, and prevents people from engaging or re-engaging in, Serious Organised Crime.
6. Multi-agency approaches to diversion and treatment which identify and address underlying needs reduce drug harm in our communities.
7. Prevention activity safeguards vulnerable people from being criminally, economically, or sexually exploited.
8. Workers and businesses are protected from the threat of retail crime, including theft, cyber-crime, fraud and abuse against retail workers.
9. Our policing services delivered to children and young people in education settings and communities build trust and confidence in the police.
10. Prevention activities meet local needs, delivering intervention at the earliest opportunity.
11. We understand and can respond to national threats and local issues, such as terrorism, public disorder and civil emergencies, which may impact the communities in the Dyfed-Powys Police area.

How will performance be measured?

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

1. Crime and antisocial behaviour data, and the public's perceptions of safety in the physical and cyber worlds.
2. Public perceptions and Force data on police visibility, call handling, response times and accessibility in rural and urban areas.
3. Problem solving and crime prevention activities impacting on local communities.
4. Reported road casualties who are killed or seriously injured.
5. The threat of Serious Organised Crime.
6. Reoffending data and user feedback on reduction of harm following diversion and treatment activities.
7. Initiatives which prevent exploitation.
8. Initiatives which support local businesses.
9. Education and diversionary activity which is impacting on children and young people's trust and confidence in the police.
10. Individuals diverted from criminal activity.
11. Access to the capabilities identified in the Strategic Policing Requirement.

Priority 3: Supporting a more effective justice system

I am committed to 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.

Why does it matter?

- I have a statutory duty to work with criminal justice agencies to provide an efficient and effective criminal justice system for our police area.
- Relentlessly pursuing perpetrators is one of the overarching objectives within the Violence Against Women and Girls element of the Strategic Policing Requirement.
- Women in the justice system can present as extremely vulnerable with a range of complex needs that have been found to be distinct from the needs of men who commit crime.
- The Youth Justice Blueprint for Wales (2019) sets out a strategy preventing children from entering the criminal justice system, minimising their contact with it and maximising opportunities for diversion to support them to lead crime free lives. The vision for youth justice in Wales adopts a 'child-first' approach, ensuring that efforts are child-centred rather than service-focused. Responding in this way is in the best interests of the child to meet their individual needs.
- Reoffending can be reduced by understanding the offending landscape and putting in place interventions. In the Dyfed-Powys Police area, accommodation is one of the most frequent needs for people who have offended.
- Awareness of and access to Restorative Justice is a right for victims under the Victims' Code. There is more to do to achieve this in the Dyfed-Powys area.
- Delays in the justice process exacerbate the impact on victims and witnesses, as well as increase the risk of cases collapsing. Residents told us that trust in the justice system depends on perceptions of fairness, accountability and timeliness.
- Confidence in the justice system is one of the national Wellbeing Indicators for Wales.

Where do we want to be?

1. Residents served by Dyfed-Powys Police have trust and confidence in the local criminal justice system.
2. The right outcomes for all involved are delivered in a timely manner.
3. Rapid action is taken against perpetrators of the most serious crimes which cause the greatest harm.
4. Our interventions are needs-led, resulting in fewer people, especially children and young people, re-offending or becoming involved in the criminal justice system.
5. Children's rights are promoted and protected, empowering them to take control of their lives and futures.
6. A restorative approach is routinely offered, in addition to any formal outcome, to victims of any crime type.

7. We promote a trauma-informed, anti-racist, gender responsive, psychologically led approach that recognises the vulnerability of children, young people and adults which improves their life chances.
8. Women in the Criminal Justice System are supported through a whole system approach, leading to fewer female offenders entering the criminal justice system.
9. Where individuals must be detained in police custody, they are held in safe environments and their rights and entitlements are upheld.

How will performance be measured?

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

1. Public trust and confidence in the criminal justice system.
2. Timeliness and appropriateness of criminal outcomes.
3. The offending behaviour of perpetrators of VAWG, SOC and other crimes which exploit vulnerable people.
4. The volume of re-offending and first-time entrants, particularly amongst children and young people.
5. The volume and appropriateness of out of court resolutions, diversion, education or intervention activity issued to children.
6. Restorative justice awareness and participation.
7. Disproportionality within the criminal justice system.
8. Women entering the criminal justice system.
9. Compliance with detainee rights and entitlements, and feedback from detainees.

Resources

Resourcing

As your Police and Crime Commissioner, I have a critical responsibility to manage the finances of Dyfed-Powys Police. This includes setting the precept and developing an annual budget that reflects both the operational needs of policing and the priorities of the communities.

I view the allocation of finance and resources as a cornerstone of my responsibilities. It directly impacts our ability to maintain public safety and effectively serve our diverse communities.

Funding

For 2024/25, I set a precept of £332.03 (per band D property) which raised a total precept of £79.4m. This represented 55% of the annual budget. Government grants of £64.5m provided the other 45%, giving a total budget of £143.9m.

Of this, I allocated £141.1m to the Chief Constable for the delivery of Policing and to fund the capital programme. £2.8m was allocated to my office, to enable me to deliver my statutory duty as well as support and deliver commissioning services across the force area.

Financial resources remain a significant challenge. In addition to the £42m annual savings which have been achieved since 2010/11, additional savings will be required to ensure the budget can be balanced in the medium to long term, with several issues creating financial uncertainties. A 'Force Review Team' was initiated in 2022 to identify operational improvements and savings opportunities. This approach considers best practice and evidence-based rationale to change programmes and investment. Their work continues with a clear focus on innovation and productivity and efficiency savings.

Funding of the capital programme continues to be challenging with no specific central Government grant funding to support investment. As set out in the Medium-Term Financial Plan, there is a greater need for long-term borrowing to fund the capital programme which places a further burden of interest costs and debt repayments on the revenue budget.

Effective Policing

A well-managed and appropriately funded police force allows the Chief Constable to ensure that we have enough officers and Police Community Support Officers on the ground to respond to incidents promptly. It also provides for ongoing training and professional development, which are crucial in adapting to new challenges and evolving crime trends such as cyber-crime and fraud.

We will continue to make significant capital investment in technology, equipment and in our estate, which will enhance operational capabilities and ensure the

force is adequately equipped to face the changing policing landscape.

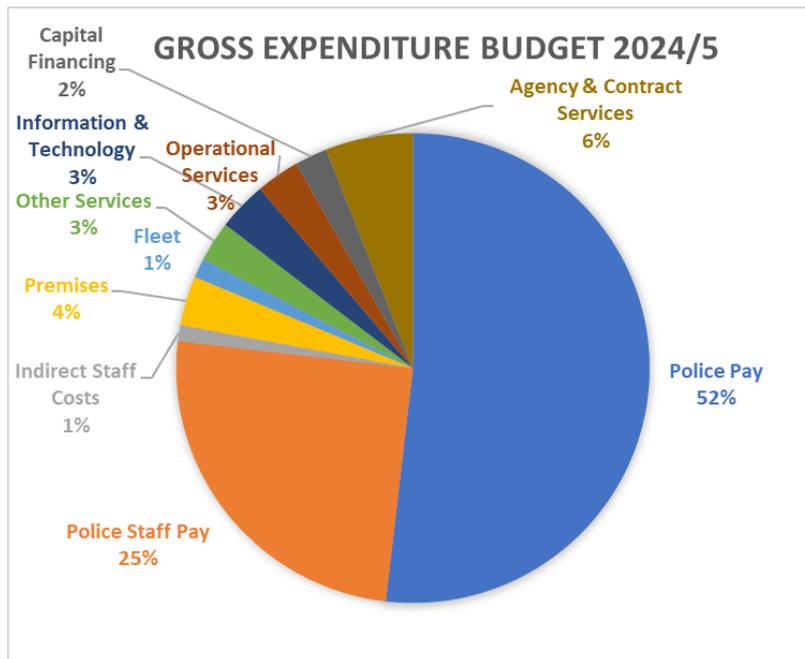
Accountability and Transparency

As your Commissioner, I am committed to ensuring that public funds are managed effectively and responsibly to secure value for money. Transparency in financial management is essential for building public trust. I strive to ensure that the allocation of resources is clear and justifiable, with regular reporting and engagement with the community about how funds are being utilised. This is detailed in the annual medium-term financial plan. Such accountability not only reinforces confidence in our police force but also empowers residents to engage in discussions about policing priorities and precept levels.

Sustainability and Decarbonisation

I have pledged my ongoing support to the Government's aim to reach net zero by 2050. There is a comprehensive sustainability and decarbonisation plan across the force which is being driven by the estates and fleet departments. This work has progressed over recent years and has seen significant improvements and savings across the Force area. An exciting solar farm project is in the planning phase at our headquarters in Carmarthen, which will deliver significant recurring savings and help towards reducing our carbon footprint.

Revenue Budget	2024/5 (£m)
Net OPCC Budget	2,836
Net Force Budget	141,065
Budget Requirement	143,901
Police Grant (Home Office)	(56,125)
National Non-domestic Rates	(192)
Revenue Support Grant (Welsh Government)	(8,220)
Council Tax Precept	(79,364)
Total Funding	(143,901)



Services that I fund

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

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

My Commissioning Strategy sets out in detail my approach to commissioning and funding service provision. This includes the key principles, potential commissioning routes, governance and monitoring arrangements, risk management, budget allocation and audit. The priorities set out in this Plan inform my decisions as to what funding is made available to the police and partners to achieve reductions in crime and disorder and to promote community safety.

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

My focus will be to:

- Ensure an open and transparent process that provides a clear rationale for decision-making.
- Ensure that the commissioning process and monitoring arrangements are proportionate to the cost of the service or activity provided.

- Achieve value for money through working in partnership on shared priorities and sustainable outcomes, where appropriate.
- Maintain an outcome-focused approach, to ensure that the impact of the money spent is measured and the value is assessed.
- Award mid to long term contracts in order to ensure sustainability of service provision.

The performance and contribution of commissioned services will be monitored through my office's governance arrangements, with service providers being held to account as well as informing my scrutiny of the Force and partner agencies.

The total commissioning budget consists of a grant from the Ministry of Justice (MoJ) for the purpose of commissioning victims' services, along with an allocation from my core funding. The MoJ Victims' Grant is allocated according to a population-based funding formula. In addition to this, I have and will continue to secure additional funding based on evidence of need.

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

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

How you can support me to deliver this Plan

My volunteers play an important part in helping me to deliver my vision by improving transparency and increasing public trust and confidence. My volunteers support me in ensuring Dyfed-Powys Police act with professionalism, legitimacy and integrity through reviewing services provided by the Force.

Each scheme plays a crucial role in helping me to hold the Chief Constable to account. My volunteers act as the voice of the public and scrutinise different areas of the Force, such as physically attending custody suites to ensure the rights of detainees are upheld, and scrutinising police records to consider the appropriateness of officers' use of force or stop and search.

I want to ensure that my volunteers are representative of the communities we serve. If you are interested in being part of one of my volunteer schemes, please visit my website which provides more detail on what each of the schemes entail and how to apply.

All volunteers are supported with on-the-job training, buddying, out-of-pocket expenses and a point of contact in my office. They also receive time credit rewards under the Tempo scheme, which can be spent on a wide range of activities, products and services as a reward for their commitment.

Below is a summary of each scheme and what it entails.

Independent Custody Visitors

It is a statutory requirement for Police and Crime Commissioners to have an Independent Custody Visiting Scheme.

My gold-accredited Independent Custody Visitors (ICVs) provide me with independent assurance that detained persons are treated appropriately and fairly. The scheme involves members of the local community observing and reporting on the conditions under which persons are detained at police stations. These arrangements also provide an independent check on the way custody staff carry out their duties with regard to detained persons, with the aim of increasing public confidence in these matters.

ICVs visit a local police station in pairs, unannounced, at any time of the day or night to check on the welfare of the detainees in custody and the conditions in which they are being held.

Custody Independent Scrutiny Panel

The overall purpose of the Custody Independent Scrutiny Panel is to ensure that the implementation of police detention and custody procedures in Dyfed-Powys Police are proportionate, lawful and necessary.

The Panel meets bi-monthly to conduct reviews of dip-sampled custody records, including the examination of: juvenile detention, use of strip search, monitoring risk level of detention, use of force and other topics requested by the Panel.

Any observations are provided to the Force for comment and a final report is published on my website.

Animal Welfare Visitors

The purpose of the Animal Welfare scheme is to enable appointed members of the local community and professionals from animal welfare organisations to observe, comment and report upon the welfare of animals engaged in police work. They look at the condition under which police dogs are housed, trained, transported and deployed, with a view to securing greater understanding and confidence in these matters. Volunteers provide the public and I with confidence that police dogs are being cared for and trained humanely, ethically and transparently.

It is an expectation of the scheme that all Dog Handlers receive at least one visit in any six month period.

Quality Assurance Panel

The Quality Assurance Panel scrutinises the quality of police contact with the public, in a transparent and independent manner, on behalf of the communities within the Dyfed-Powys Police area.

The Panel meets bi-monthly to conduct reviews of dip-sampled records of police-public interactions, including: stop and search cases, incidents where force has been used, call handling, domestic abuse, stalking and harassment and investigations. The Panel provides unique insights from a layperson's perspective on the quality of the police interaction with the public.

Any observations are provided to the Force for comment and a final report is published on my website.

Youth Ambassadors

My Youth Ambassador scheme consists of Ambassadors aged 14-25 and represent a range of community youth groups and organisations from across the Dyfed-Powys area. The Scheme helps me build relationships with existing youth groups, youth councils and forums across the region, many of which are already represented on the Youth Ambassador Scheme, so that young people can inform my decisions in relation to policing and crime.

I always welcome young people aged 14-25 who are residents of Carmarthenshire, Ceredigion, Pembrokeshire or Powys to become one of my Ambassadors.

[Victim Engagement Forum](#)

My Victim Engagement Forum is made up of a database of over 50 victims of crime from across the Dyfed-Powys Police Force area. Working in partnership with local criminal justice agencies and other partners, members of the Forum support me to place victims at the heart of the criminal justice system. Their views help me to ensure that the voice of those with lived experiences influence the development and scrutiny of services for victims of crime.

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

Context

Our area

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

Our people

Overall, the region has a growing and diversifying population. According to the last Census data (2021), the resident population of the four counties served by Dyfed-Powys Police was 515,899. Out of the 19 ethnic groups recorded through the Census, white British people made up the largest percentage of the population (94.1%), followed by people in the white: other (2.5%) and Asian: other (0.5%) ethnic groups.

Dyfed-Powys Police continues to strive to improve the diversity of its workforce in order to ensure that we are more representative of the communities that we serve. By March 2024, 47% of the total workforce were female, however women were predominantly employed as police staff (62%, compared to 37% of officers). The majority of Dyfed-Powys Police's workforce self-reported as white English/Welsh/Scottish/Northern Irish (70%). 1.4% self-reported as white other, with 27% preferring not to say or not completing the self-report.

29% of our communities can speak Welsh; 16% in Powys, 45% in Ceredigion, 40% in Carmarthenshire and 17% in Pembrokeshire. At the end of March 2024, 1,966 (87%) of the Dyfed-Powys Police workforce could speak Welsh to at least level one, which includes names, place names, police-related vocabulary, basic greetings and phrases. 20% were able to hold a basic conversation and 20% able to converse fully.

At the end of March 2024, Dyfed-Powys Police had 1,307 Police Officers, 951 Police Staff, 40 Special Constables and 24 Volunteers.

Roles and responsibilities

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

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

- Commission services to help make communities safer and to support victims and other vulnerable people.
- Hold the Chief Constable to account for the effective delivery of police services.
- Publish information to enable you to assess both my performance and that of the Chief Constable of Dyfed-Powys Police.
- Appoint, and if necessary, dismiss the Chief Constable.
- Deal with formal complaints received against the Chief Constable (former or current).
- Publish an annual assessment of complaints handling performance.
- Set the annual police precept and police budget.
- Publish a Police and Crime Plan and an Annual Report.
- Provide an annual statement on the performance of Dyfed-Powys Police against the UK Government's national crime and policing measures.
- Work closely with the Police and Crime Panel to allow them to effectively scrutinise and support the work of the Police and Crime Commissioner.

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

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

The Panel will:

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

The Strategic Policing Requirement (SPR)

The Strategic Policing Requirement (SPR) sets out the Home Secretary's view of what the current national threats are, and the national policing capabilities needed to counter those threats. The seven threats identified in the current (2023) SPR are:

1. Violence against Women and Girls
2. Terrorism
3. Serious and Organised Crime
4. a National Cyber Incident

5. Child Sexual Abuse
6. Public Disorder
7. Civil Emergencies

The SPR supports the Chief Constable and I to ensure we fulfil the Force's national responsibilities. It enables us to plan effectively together for challenges that go beyond force boundaries. The SPR also supports my ability, and statutory obligation, to hold the Chief Constable to account for the ability to deliver these functions.

What we considered

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

- Welsh and UK Governments' priorities
- National (Welsh and UK) policing strategies, including the Strategic Policing Requirement
- Feedback from His Majesty's Inspectorate of Constabulary, Fire and Rescue Services
- Local partners' priorities
- Insights from policing Think Tanks and good practice from other areas
- Feedback from the public, Dyfed-Powys Police officers and staff and the Dyfed-Powys Police and Crime Panel
- Dyfed-Powys Police's key strategic documents

I will keep this Plan under review to ensure it continues to meet the needs of the people of Carmarthenshire, Ceredigion, Pembrokeshire and Powys; and that it sufficiently reflects any changes in national threats, as set out in any future revisions of the SPR.

Contact the Police and Crime Commissioner for Dyfed-Powys:

www.dyfedpowys-pcc.org.uk

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DYFED POWYS POLICE AND CRIME PANEL

25/10/2024

Subject

REVISED GOVERNANCE ARRANGEMENTS

Purpose:

To note the ne governance arrangements implemented by the Commissioner.

Recommendations / key decisions required:

To note the revised arrangements and make such recommendations as are considered appropriate.

Reasons:

Scrutinising how the Commissioner holds the Chief Constable to account is one of the key functions of the Panel

Cabinet Decision Required

Not applicable

Council Decision Required

Not applicable

CABINET MEMBER PORTFOLIO HOLDER:-

Not applicable

Report Author:

Robert Edgecombe

Designations:

Panel Support Officer

Tel: 01267 224018

Email addresses:

rjedgeco@carmarthenshire.gov.uk

**EXECUTIVE SUMMARY
DYFED-POWYS POLICE AND CRIME PANEL
25/10/2024**

REVISED GOVERNANCE ARRANGEMENTS

Following the elections in May 2024 the Police and Crime Commissioner expressed an intention to review the governance arrangements by which he held the Chief constable to account.

This review has been completed and revised arrangements adopted which replace the previous Policing Board and Police Accountability Board meetings.

Details of the new arrangements and relevant Terms of Reference are attached to this report.

DETAILED REPORT ATTACHED?

YES

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

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Host Authority Files	PACP-093	County Hall Carmarthen

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**POLICE AND CRIME COMMISSIONER
FOR DYFED-POWYS**

**OPCC Governance Review
Position Update**

1. Overview

Following the Police and Crime Commissioner elections in May 2024, it was decided that now would be an opportune time to review the governance arrangements in place to support the Police and Crime Commissioner for Dyfed-Powys in discharging his statutory responsibilities.

The Police Reform and Social Responsibility Act 2011 established Police and Crime Commissioners who have a statutory duty and electoral mandate to hold the Police to account on behalf of the public. In line with the Policing Protocol 2023 the holding to account duties include:

- Scrutinise, support and challenge performance against the strategic priorities set out in the Police and Crime Plan.
- Hold the CC to account for the performance of the force's officers and staff.
- Provide the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action.
- Focus on the delivery of effective services that support victims and provides victim satisfaction and public confidence.
- Engage with a cross section of communities and undertake work that enhances the public confidence in the police service.
- Provide critical friend challenge to drive improvement in policing services, without fettering the operational independence of the CC.

2. Governance Review

Work was undertaken to review existing arrangements to ascertain what worked well and what required further consideration. Feedback was obtained from a number of key individuals, including the Chief Constable, the Chief Constable's staff officer, OPCC officers and other Force officers who feed into existing governance arrangements. Feedback included:

- Consideration to be given to what is required to be considered at Policing Board in order to make best use of the meetings;
- Clarification required regarding the objectives of Policing Accountability Board and consideration to be given to separating functions into different fora;
- Ensure clarity of focus to facilitate in-depth scrutiny of key areas of concern;
- Increase opportunities to involve key stakeholders and partners from a scrutiny perspective at the formal meetings;

- Integrate scrutiny of Commissioned Services into wider scrutiny activity e.g. scrutiny of victims services, thereby taking a more thematic approach to scrutiny;
- The criminal justice duty states that the Commissioner and criminal justice bodies in that police area, “must make arrangements (so far as it is appropriate to do so) for the exercise of functions so as to provide an efficient and effective criminal justice system for the police area.” In addition to this, the PCC is responsible for holding Criminal Justice partners to account for delivery against the Victims’ Code of Practice. Whilst the Local Criminal Justice Board meets quarterly this forum sits at strategic level and an alternative route for scrutinising data and performance would be advantageous;
- Commissioners have specific powers in relation to community safety, which previously resided with the Home Secretary. They are able to request a report from the responsible authorities on an issue of concern and they have power to call the responsible authorities from the various community safety partnerships, of which there are four in Dyfed Powys, together to discuss issues affecting the whole police area. This power has rarely been called upon in Dyfed Powys but provides an additional option for calling partners together to consider areas of risk or performance concerns;
- Need to explore additional approaches to public engagement opportunities, that will support the PCC to address public concerns and fulfilling his statutory responsibilities.

In early 2023 the Association of Policing and Crime Chief Executives (APACCE) published a Holding to Account Toolkit following consultation with OPCCs and PCCs across the England and Wales. The toolkit does not prescribe a template for the ideal set of ‘holding to account’ arrangements and it is widely accepted that there are no right or wrong approach nor a one size fits all approach. The toolkit provides a menu of examples for consideration which was explored by the OPCC Senior Management Team as part of the Governance Review.

A benchmarking exercise was also undertaken as part of the Governance Review, where governance arrangements in OPCC that were highlighted as best practice by APACCE were considered.

A report with recommendations for future arrangements was subsequently presented for consultation with the Force Chief Officer Team, Police and Crime Panel Members and Joint Audit Committee members.

3. Agreed Way Forward

Policing Board

Policing Board will continue as a monthly forum for the Commissioner to hold the Chief Constable to account. Specifically, in line with the Policing Protocol 2023, Policing Board will:

- Give the PCC an opportunity to seek assurance from the CC on dynamic and emerging issues, including feedback from the public.
- Hold the Chief Constable to account for organisational performance.
- Provide critical friend challenge to drive improvement in policing services, without fettering the operational independence of the Chief Constable.

Further detail in relation to Policing Board is outlined in the Terms of Reference as set out in Appendix A.

Strategic Performance Board

On a Quarterly basis a Strategic Performance Board will be held. In line with the Policing Protocol 2023, the Strategic Performance Board will:

- Seek assurance on matters impacting public trust and confidence in policing;
- Scrutinise, support and challenge performance against the strategic priorities set out in the Police and Crime Plan;
- Hold the CC to account for the performance of the Force's officers and staff;
- Focus on the delivery of effective services that support victims and provides victim satisfaction and public confidence, including consideration of commissioned service performance data;
- Provide critical friend challenge to drive improvement in policing services, without fettering the operational independence of the CC.
- The Committee may also consider areas for which the PCC has a duty to convene partners, such as monitoring of compliance with the Victims' Code of Practice

A work programme will be established to ensure the meetings are effective and focus on matters at appropriate intervals throughout the year. The programme would also include the Force Performance against

national priorities and Force financial performance information to ensure that budgeted resources are closely aligned with policing priorities. Where there are identified issues around performance of a particular area the Commissioner will be able to request a specific report on that matter be prepared for the meeting.

The Strategic Performance Board would be a meeting between the OPCC and the Force and relevant commissioned services.

The meetings would be webcast and agendas and minutes published to ensure transparency of process of review and scrutiny.

Further detail is provided in Appendix B.

Select Committee Meeting Approach

Up to three occasions during the year during spring, autumn and winter there will be a formal Select Committee meeting that will be used to publicly hold the Chief Constable to account along with involvement of key partners, providers and stakeholders to provide evidence and information contributing to the scrutiny process and to demonstrate their delivery of complementary services.

Key partners would have the opportunity to provide evidence to the meeting and report on their own areas of accountability. For example, if there is a focus on victims, those with lived experience could provide their input to assist the Commissioner's understanding. Where appropriate, representatives from partner organisations such as CPS and HMCTS could attend to contribute to discussions and add context and to provide performance updates regarding their own accountability under the Victims' Code. This would help identify shared areas for improvement or joint challenges to be escalated appropriately.

With the cessation of the Commissioning Advisory Board, the select committee approach provides an opportunity for commissioned service providers to contribute. This can be two-fold in terms of contributing evidence and challenge as appropriate but also to present the context and performance of their service delivery ensuring that this is woven into Force and partners workstreams.

As part of scoping any review a key component will be identifying the most appropriate key stakeholders that will provide the information the Commissioner requires to understand the issues fully.

Items selected for review would be areas of concern that have been identified via various avenues:

- Outcomes of assurance and scrutiny activity.
- Issues contained within the risk register.
- Critical incidents e.g., the recent FCC issues.
- Recommendations from HMICFRS.
- Staff concerns e.g., those raised during aspects of Force Review
- Public Concerns.
- Force Performance figures.
- Issues raised by partners or service providers.

All areas identified would be linked to a Police and Crime Plan priority.

They would be distinct pieces of work with a clear timeframe of review. This would be an opportunity for the Commissioner to demonstrate how he has assisted with influencing and driving service improvements by concentrating on a specific area of concern. It would also be used as a forum to inform the Commissioner's investment decisions with regard to service delivery.

This activity will commence upon finalisation of the Police and Crime Plan 2025-2029.

Community Engagement

Proposals have been developed to create a more structural and efficient process for public engagement, which will enable the PCC to gather valuable community feedback and hold the Chief Constable accountable in a focused manner. By integrating these activities into our monthly community engagement days, and ensuring that an efficient communications plan is implemented, the PCC can fulfil aspects of his statutory duties while also ensuring that the voice of the public is heard and acted upon effectively.

Our Engagement Advisor will work closely with individuals within the Force's Central Prevention Hub, which, as part of their new NPT strategy, plan to hold monthly community surgeries and public meetings in each NPT area. It is essential therefore to collaborate with the local NPT when

planning our community surgeries and meetings, to avoid duplication, and identify opportunities to work collaboratively on these activities at some locations and dates when appropriate. This will be dependent on local concerns and issues, so that we can take a more effective approach to addressing community needs.

With the completion of consultation and engagement activity related to the development of the Police and Crime Plan, attention will now turn to implementing these proposals.

4. Conclusion

The arrangements above will renew and refresh how the Commissioner undertakes their statutory responsibilities by providing several fora that will be opportunities to demonstrate how:

- There is scrutiny of the performance of Dyfed-Powys Police against the strategic priorities set out in the Police and Crime plan.
- The Commissioner holds the Chief Constable to account on the performance of the force's officers and staff.
- The Commissioner is the link between the police and communities by listening to their legitimate desires and aspirations and facilitating action on specific areas.
- There is a focus on delivery of effective services.
- The Commissioner engages with communities and undertakes work to enhance public confidence in the police service.
- There is a critical friend challenge with the view to drive improvement in policing services.

Each element will have a distinct role in the governance model. The introduction of the revised arrangements will see a continuation of the Commissioner and Chief Constable working together to address areas of concern and ultimately enhance the position of the Commissioner in discharging the statutory responsibilities on behalf of the public.

Policing Board Terms of Reference

1. INTRODUCTION

This document defines the terms of reference for the Policing Board, its membership and the roles and responsibilities of the members.

2. POLICING BOARD PURPOSE

The Police Reform and Social Responsibility Act 2011 established Police and Crime Commissioners (PCCs), who have a statutory duty and electoral mandate to hold the police to account on behalf of the public. The Policing Board is the forum in which the PCC will hold the Chief Constable (CC) to account for the exercise of the functions of the office of CC and the functions of the persons under the direction and control of the CC.

The Policing Board allows the PCC and CC to exercise their respective roles in a transparent manner. This means enshrining locally the operational independence of the police; ensuring robust scrutiny and holding the CC to account; and supporting good, effective decision-making. The Policing Board provides opportunity for timely scrutiny and oversight of Force business. It will focus on delivery of service against the priorities outlined in the Police and Crime Plan as well as discharging the requirements as set out in the Joint Corporate Governance Framework.

3. GOVERNANCE

- The Chair of the Policing Board is the Police and Crime Commissioner.
- The Policing Board has the authority to make decisions and commit resources within the remit of their statutory responsibilities. The Board has a key role in ensuring that Force and OPCC commitments to national requirements are maintained and enhanced as required.
- The Policing Board is held to account for the way in which it delivers its functions by the Chief Executive and Monitoring Officer. Any emerging risks will be considered for inclusion within the Force and/or OPCC Risk Registers.

4. TERMS OF REFERENCE

A forward work programme will be established to ensure that meetings are effective and focus on matters at appropriate intervals throughout the year. This will be reviewed fortnightly by the OPCC Senior Management Team. A themed approach will be adopted whereby each Policing Board meeting will have a topic of focus. Questions to the CC will be identified and submitted in advance based on matters highlighted through OPCC scrutiny and oversight, community engagement, public feedback and organisational risk.

In line with the Policing Protocol 2023, the Policing Board will:

- Give the PPC an opportunity to seek assurance from the CC on dynamic and emerging issues;
- Hold the CC to account for organisational performance;
- Provide critical friend challenge to drive improvement in policing services, without fettering the operational independence of the CC.

5. MEMBERSHIP

The board will comprise of the following core members (or nominated representative):

Office of the Police and Crime Commissioner

- Police and Crime Commissioner
- Chief Executive and Monitoring Officer *or* Deputy Monitoring Officer
- Chief Finance Officer

Dyfed-Powys Police

- Chief Constable
- Director of Finance (as appropriate)
- Director of People and Organisation Development (as appropriate)

Both the PCC and CC may vary attendance and invite other attendees at their discretion to provide professional advice to the Board.

The Board will meet monthly and a simple majority of those in attendance will be required to meet the quorum requirements for decision making.

Extraordinary meetings may be called by the PCC or the CC to address urgent matters. Whether a matter is urgent or not for these purposes shall be decided by either or both the PCC and the CC.

6. SECRETARIAT

The OPCC is responsible for the preparation, distribution and maintenance of papers relating to the Policing Board. This will include the management and publication of the minutes and the compilation of meeting agendas and papers. The CC's Staff Officer is responsible for ensuring Force papers are submitted in line with the timescales below and will communicate outcomes and actions to relevant staff in the Force. The OPCC Executive Support Officer will communicate outcomes and actions to relevant OPCC staff.

An agenda and associated reports for the Policing Board will be circulated to Members no later than 7 days in advance of the meeting. As such, papers for consideration at the Policing Board are to be received by the OPCC Executive Support Officer 8 days in advance of the meeting. Urgent or late reports will need to be approved by the Chief Executive before inclusion for consideration by the Board.

Papers submitted to the Policing Board must be presented in an agreed format. All papers received will need to be appropriately marked in accordance with the Government Security Classification Policy to safeguard against inappropriate disclosure.

Matters discussed at the Policing Board which have operational sensitivity, relate to personal information or have commercial sensitivity will either be made public at an appropriate time in the future or be retained by the OPCC. The decisions relating to the public release of information will be made in accordance with the Freedom of Information Act and other statutory instruments or regulations which are applicable to the policing service and the Commissioner.

7. VERSION CONTROL AND REVIEW DATE

Version:	2024-1
Original Author:	Sophie Morgan, Executive Support Officer
Approval date:	24 th September 2024
Approving Board:	Policing Board
Review date:	September 2025



Strategic Performance Board Terms of Reference

1. INTRODUCTION

This document defines the terms of reference for the Strategic Performance Board, its membership and the roles and responsibilities of the members.

2. STRATEGIC PERFORMANCE BOARD PURPOSE

The Police Reform and Social Responsibility Act 2011 established Police and Crime Commissioners (PCCs), who have a statutory duty and electoral mandate to hold the police to account on behalf of the public. The Strategic Performance Board is the forum in which the PCC will hold the Chief Constable (CC) and scrutinise the CC's performance of the functions and responsibilities listed in section 1(8) of the 2011 Act and those functions and responsibilities under the direction and control of the CC.

3. GOVERNANCE

- The Chair of the Strategic Performance Board is the Police and Crime Commissioner.
- The Strategic Performance Board has a key role in ensuring that Force and OPCC commitments to national requirements are maintained and enhanced as required.
- Any emerging issues that require further consideration will be escalated to the Policing Board.
- The Strategic Performance Board is held to account for the way in which it delivers its functions by the Chief Executive and Monitoring Officer. Any emerging risks will be considered for inclusion within the Force and/or OPCC Risk Registers.

4. TERMS OF REFERENCE

The Strategic Performance Board provides opportunity for scrutiny and oversight of Force performance. It will focus on delivery of service against the priorities outlined in the Police and Crime Plan, performance against national measures and organisational productivity. A forward work programme will be established to ensure that meetings are effective and focus on matters at appropriate intervals throughout the year. This will be reviewed fortnightly by the OPCC Senior Management Team.

In line with the Policing Protocol 2023, the Strategic Performance Board will:

- Seek assurance on matters impacting public trust and confidence in policing;
- Scrutinise, support and challenge performance against the strategic priorities set out in the Police and Crime Plan;
- Hold the CC to account for the performance of the Force's officers and staff;
- Focus on the delivery of effective services that support victims and provides victim satisfaction and public confidence, including consideration of commissioned service performance data;
- Provide critical friend challenge to drive improvement in policing services, without fettering the operational independence of the CC.



- The Committee may also consider areas for which the PCC has a duty to convene partners, such as monitoring of compliance with the Victims' Code of Practice

5. MEMBERSHIP

The board will comprise of the following core members (or nominated representative):

Office of the Police and Crime Commissioner

- Police and Crime Commissioner
- Chief Executive and Monitoring Officer
- Chief Finance Officer
- Director of Commissioning and Partnerships
- Head of Strategy and Policy

Dyfed-Powys Police

- Chief Constable
- Deputy Chief Constable
- Assistant Chief Constable
- Director of Finance
- Director of People and Organisational Development

Both the PCC and CC may vary attendance and invite other attendees at their discretion to provide professional advice to the Board.

The Board will meet quarterly or at such shorter intervals as shall be agreed between the PCC and the CC.

The meeting will be webcast and actively promoted.

6. SECRETARIAT

The OPCC is responsible for the preparation, distribution and maintenance of papers relating to the Strategic Performance Board. This will include the management and publication of the minutes and the compilation of meeting agendas and papers. The CC's Staff Officer is responsible for ensuring Force papers are submitted in line with the timescales below and will communicate outcomes and actions to relevant staff in the Force. The OPCC Executive Support Officer will communicate outcomes and actions to relevant OPCC staff.

An agenda and associated reports for the Strategic Performance Board will be circulated to Members no later than 7 days in advance of the meeting. As such, papers for consideration at the Strategic Performance Board are to be received by the OPCC Executive Support Officer 8 days in advance of the meeting. Urgent or late reports will need to be approved by the Chief Executive before inclusion for consideration by the Board.

Papers submitted to the Strategic Performance Board must be presented in an agreed format. All papers received will need to be appropriately marked in accordance with the Government Security Classification Policy to safeguard against inappropriate disclosure.

Matters discussed at the Strategic Performance Board which have operational sensitivity, relate to personal information or have commercial sensitivity will either be made public at an appropriate time in the future or be retained by the OPCC. The decisions relating to the public release of information will be made in accordance with the Freedom of Information Act and other statutory instruments or regulations which are applicable to the policing service and the Commissioner.

7. VERSION CONTROL AND REVIEW DATE

Version:	2024-1
Author:	Sophie Morgan, Executive Support Officer
Approval date:	5 th November 2024
Approving Board:	Strategic Performance Board
Review date:	November 2025

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DYFED POWYS POLICE AND CRIME PANEL

25/10/2024

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:

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**EXECUTIVE SUMMARY
DYFED-POWYS POLICE AND CRIME PANEL
25/10/2024**

DECISIONS MADE BY THE POLICE AND CRIME COMMISSIONER

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

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

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

DETAILED REPORT ATTACHED?

YES

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

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Host Authority Files	PACP-093	County Hall Carmarthen

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Decisions made by the Commissioner (including those made at Policing Board) from the 13th of July to the 11th of October 2024

Title & Summary	Date
<p>Donation to Rhayder FC</p> <p>During the Summer 2023, a serving Dyfed Powys police officer, Inspector Gareth Earp, tragically died in a road traffic collision on the way home from work. Inspector was the Chairperson of his local football club – Rhayder FC, and had a strong history with the club with roles as a player and coach. With the support of his family, Rhayder FC has organised a 6-a-side football tournament to pay tribute to Gareth. The tournament was played on Saturday, June 29, poignantly on the one-year anniversary of Gareth’s death. A donation has been offered from the Commissioner to support this event and pay tribute to a well-liked and highly respected officer who served in Dyfed Police force for 21 years. A contribution of £500 is given to support this event from the Sale of Found Property budget.</p>	26th June 2024
<p>Unit 3 Feidr Castell, Pembrokeshire</p> <p>The current property in Fishguard, Pembrokeshire had been assessed as not being operationally fit for purpose subject to alternate options being available in the locality to meet local NPT/ Response requirements. The Board noted the agreement of the recommendation to rent Unit 3 Feidr Castell as an operational base at a cost of £5,832 per annum exclusive of rates, plus VAT at the standard rate, payable monthly in advance by Standing Order plus £500 landlord service charge for the external estate upkeep, this is based on a 20-year agreement term.</p>	24 th July 2024
<p>Criminal Justice Anti-Racism Action Plan for Wales Funding</p> <p>The Criminal Justice Anti-Racism Action Plan for Wales was launched in September 2022. On 14th December 2022, the Criminal Justice Board for Wales steering group agreed the initial 2-year budget to deliver the Plan’s ambitious and important commitments. The Steering group agreed that the Plan’s Senior Responsible Officers would progress financial discussions with partners, including Police and Crime Commissioners, with a view to establishing mechanisms through which to support the long-term funding strategy. Following numerous detailed conversations with Senior Responsible Officers and supporting staff members, it has been agreed to commit funding in 2023/24 and 2024/25 as below. However, any future funding commitment will be predicated on provision of detailed information of delivery and clarity of intentions for the remainder of the 7-year plan.</p>	5 th August 2024

	Year 1 (2023/24)	Year 2 (2024/2025)	Total Contribution to 2-year budget
Dyfed Powys funding for Plan delivery	£37,000	£8,000	£45,000
Independent Panel cost per partner	£1,772	£1,772	£3,544
TOTAL	£38,772	£9,772	£48,544

<p>Single Tender Award- BT Enhanced Information Service for Emergency Calls</p> <p>The PCC approved the initial payment of £3,000 for the installation of the circuits for BT Enhanced Information Service for Emergency Calls to HQ and Ammanford, followed by an Annual Support amount of £5,000 per year for 5 years. Total contract value £28,000.</p>	<p>22nd August 2024</p>
<p>Upgrade of the existing heating & ventilation system at Aberystwyth Custody Suite</p> <p>The PCC approved the recommendation to award the contract to CBRE for the upgrade of the existing heating & ventilation system at Aberystwyth Custody Suite at cost of £437,068.73 and approved the request to expand the 15% contingency if required, up to an overall value of £502,629.03 against the budget.</p>	<p>22nd August 2024</p>
<p>Sexual Assault Referral Centre- Forensic Medical Services</p> <p>The PCC approved the recommendation to award the contract to Mitie - Care in Custody for a period of 4 years at a cost of £7,371,219.31 for the Forensic Medical Services. As this contract is part of a Framework agreement, there is an option to extend for a further period following the initial contract period. This would be based on service delivery and commercial model at time of renewal.</p>	<p>22nd August 2024</p>
<p>Insurance Renewals</p> <p>The PCC approved the insurance renewals for the Force. In 2023, DPP tendered for new insurance provisions securing two principal insurers (Risk Management Partners and Maven) a package with an initial</p>	<p>29th August 2024</p>

<p>term of 3 years plus extension options of 2 plus 1 plus 1. Total 7 year contracting period option.</p> <p>Accordingly, DPP are entering year 2. The Head of Legal Services will oversee the delivery of this contract with input from Marsh, the Insurance Broker, as necessary.</p>	
<p>PCC response to State of Policing: Annual Assessment of Policing in England and Wales Report for 2023</p> <p>The PCC approved the OPCC response to State of Policing: Annual Assessment of Policing in England and Wales Report for 2023. To review the response please go to - link</p>	<p>10th September 2024</p>
<p>Race Council Cymru-Funding</p> <p>During ‘Policing in Wales’ Meeting on the 12th of September, the four Commissioners agreed to provide Platinum sponsorship to Race Council Cymru at a cost of £3,500 per area for 2024/25. This provides OPCC and Forces with the opportunity to attend events arranged by Race Council Cymru to share information and engage. Should Forces and OPCCs seek support from Race Council Cymru in supporting recruitment from black and minority ethnic communities, or for them to attend Force events, this would be facilitated as part of the arrangement.</p> <p>During the course of the year, Policing in Wales will have a broader strategic discussion around their contributions to anti-racism activity with a view to considering their apportionment of funding again next year.</p> <p>Each Force area will provide Platinum sponsorship to Race Council Cymru at a cost of £3,500 per area for 2024/25.</p>	<p>12th September 2024</p>
<p>All-Wales Policing Academic Collaboration – Funding</p> <p>During ‘Policing in Wales’ Meeting on the 12th of September, PCCs and Chief Constables received an update on the tangible benefits to policing following their investment into the All Wales Policing Academic Collaboration (AWPAC) over the past 2 years (£5k per year per corporation sole). It was agreed to support the future funding of the AWPAC which would enable the continuation of the programme between Policing in Wales and the Wales Innovation Network to support policing research in Wales. The collaboration aims to:</p> <p>Facilitate effective engagement between the Welsh police forces and universities in Wales to undertake research that improves the lives of people in Wales.</p> <p>Forge equitable partnerships for collaborative working at an ‘All-Wales’ level between the police and academic sectors.</p> <p>Enable ‘All-Wales’ partnerships to create larger, collaborative bids, to capture external grant funding at an ‘All-Wales’ level.</p>	<p>12th September 2024</p>

Work in partnership to create research impact, benefit police policy and to share best practice at across Wales.

Raise awareness of the collaborative policing research being carried across Wales.

Given the success of the first strategy period, it is proposed that the next strategy period runs from 1 September 2024 – 31 July 2028 with financial commitments from 1 April 2025 – 31 March 2028. A longer strategy period would allow for AWPAC to build on the momentum and results from the initial two years and accelerate its work to facilitate effective engagement between the Welsh police forces and universities in Wales to undertake impactful research that improves the lives of people in Wales and for it to be incorporated into practice.

It is proposed that activity funded in the next strategy period supports with ‘increasing public confidence and trust in policing’. This will allow for activities to seek different key challenges and priority areas within policing working towards the overall focus of increasing confidence and trust.

It was agreed at Policing in Wales that they would fund a further eight projects in total, each for two years. Four projects commencing in year 1 and the remaining 4 in year 2, the detail of which is outlined below:

Annex B: Funding and budget options

- **Table 1 – Option One**

Budget Option 1				
AWPAC 2024 - 20208				
Activity headline	Year 1	Year 2	Year 3	Total / 3 years
	01/04/2025 -	01/04/2026 -	01/04/2027 -	
	31/03/2026	31/03/2027	31/03/2028	
Funding for research projects	40,000	80,000	40,000	160,000
Stakeholder communications and engagement	2,700	1,200	1,200	5,100
Impact and learning	400	400	400	1,200
Integration of police data to SAIL	400	400		
Staff member to support AWPAC (0.4 FTE)	21,100	21,800	22600	
Total	64,600	103,800	64,200	232,600
Total per force / year	8,075	12,975	8,025	29,075

Violence Against Women and Girls (VAWDASV) Blueprint – Funding

12th September 2024

A decision was made previously to jointly fund the Blueprint delivery team working with the Welsh Government Policy team to deliver transformational change and coordinate multi-agency activity to deliver against the WG VAWDASV National Strategy (2022-26). It has taken sometime to embed the Blueprint Team as part of the Welsh Government Policy team but this is now established, with dedicated Blueprint resources driving and facilitating activities to build evidence, coordinate activities with partners and consolidate learning in line with the overarching delivery plan.

Following consideration of a paper received at Policing in Wales on 12th September 2024, a decision in principle was made to commit to the

<p>continuation of funding for the period 2025-28 which would enable to contracts of the Blueprint Team to be extended. Initial indications are that Welsh Government are intending to continue funding allocation of £132k for a further 3 years (2025-2028), on the assumption that there are no unexpected significant budget cuts to the VAWDASV budgets. Formal notification will not take place until December 2024. Based on the current contributions, each PCC would be asked to contribute circa £40k per financial year. Further detail will be provided prior to final commitment. It was agreed to support in principle the continuation of funding of the Welsh Government VAWDASV Blueprint activity, although confirmation of commitment will be predicated on the provision of further detail.</p>	
<p>St John’s Ambulance – Aberystwyth University Fresher’s Week</p> <p>Every year, St John’s Ambulance lead a multi-agency collaboration in supporting new and returning Students to Aberystwyth University. During September, University Freshers Week heightens the nighttime economy of Aberystwyth which adds significant pressure on the Police, Ambulance Service, local hospital and other key services. The aim of this multi-agency collaboration is to bring key services together to ensure robust provision is in place to ensure Freshers Week is delivered with minimal impact to the local community – including across anti-social behaviour, drug and alcohol related incidents and increased pressure on local NHS services.</p> <p>A donation of £500.00 has been offered to support the activity in 2024 in line with the Police and Crime Plan priorities of preventing harm and the value: engaging widely</p> <p>The PCC approved the recommendation to contribute £500.00 is given to support this event from the Sale of Found Property budget.</p>	<p>16th September 2024</p>
<p>Terms of Reference Policing Board</p> <p>Following the changes made to the governance arrangements, members of Policing Board agreed the revised terms of reference for Policing Board. To view the terms of reference please go to link</p>	<p>24th September 2024</p>
<p>Appropriate Adults Contract</p> <p>The Police and Crime Commissioner for Gwent led on behalf of the Police and Crime Commissioners for South Wales and Dyfed Powys to procure an Appropriate Adult Service for the tri-Force area. By implementing a collaborative commissioning approach, the ambition is to better target resources and provide an integrated, joined up offer that seeks to minimise fragmented Service delivery.</p> <p>The provision of an Appropriate Adult service is for vulnerable adults (18 Years plus) detained in Police Custody or questioned as a suspect in an investigation. There may also be occasions where the Forces have a need for</p>	<p>1st October 2024</p>

victim/witness interviews of vulnerable adults with mental health issues who have no other support.

The PCC approved the recommendation that the contract for the provision of Appropriate Adults is awarded to Adferiad for a period of three years with up to two annual extension periods. Adferiad ranked first place following completion of the tender evaluation, demonstrating that they offered the most economically advantageous solution. The total cost for the provision over a 3-year period is £341,955.

PCC response HMICFRS Inspection into Activism & Impartiality in Policing

1st October
2024

The PCC approved the OPCC response to HMICFRS Inspection into Activism & Impartiality in Policing. To review the response please go to – [link](#)

DYFED POWYS POLICE AND CRIME PANEL

25/10/2024

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
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Council Decision Required	Not applicable
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CABINET MEMBER PORTFOLIO HOLDER:-	Not applicable
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Report Author: Robert Edgecombe	Designations: Panel Support Officer	Tel: 01267 224018 Email addresses: rjedgeco@carmarthenshire.gov.uk
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**EXECUTIVE SUMMARY
DYFED-POWYS POLICE AND CRIME PANEL
25/10/2024**

POLICING PROTOCOL – PERFORMANCE REPORT

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

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

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

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

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

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Host Authority Files	PACP-093	County Hall Carmarthen

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

Dyfed Powys

Quarter 2 2024/25 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.

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

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

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

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

Green - Fully compliant, no additional work necessary

Amber - Partially compliant, some additional work necessary

Red - Not compliant, duty not currently being met.

The summary of the 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 Q2 of the financial year 2024/25 (July, August and September 2024)

RAG status comparison

This Quarter has seen the change in performance of a number of actions, 1 action has changed from Amber to Green and 3 have moved from Green to Amber. The amendments are explained below:

This Quarter has seen an improvement in performance with one action moving from Amber to Green. The amendment is explained below:

PCC's national portfolio responsibilities – this changes from amber to green as a review was undertaken following the PCC election in May 2024 and portfolio responsibilities have been agreed. Further detail is provided within the report.

In this Quarter three actions have been moved from Green to Amber on the basis that work is being undertaken to inform future decisions and strategies. The amendments are explained below:

Inform PCC's Decision in respect of the precept – this changes from green to amber due to the work ongoing in respect of the 2025/2026 precept.

Setting of the Medium-Term Financial Plan – this changes from green to amber due to the work ongoing developing the next Medium Term Financial plan for 2025/2026 and beyond.

Funding of capital programme to provide the Force with appropriate assets to deliver effective policing services – this changes from green to amber as the programme is currently being revised and will be included within the next Medium Term Financial Plan.

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Summary:

Of the 50 action areas:

	Qtr 4 (23/24)	Qtr 4 (23/24)	Qtr 1	Qtr 1	Qtr 2	Qtr 2
Red	0	0%	0	0%	0	0%
Amber	15	30%	19	38%	21	42%
Green	35	70%	31	62%	29	58%

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)	RAG	<p>Public and partner consultation came to an end on 1st October 2024. Consultation consisted of a series of sessions for local elected members and partner agencies, focus groups with special interest groups, engagement activity through the summer shows and an online survey.</p> <p>The Chief Constable received an initial draft of the priorities on 18/09/24 and has been asked to provide his feedback to the OPCC by 01/10/24.</p> <p>The Police and Crime Panel will receive a copy of the draft Plan and the consultation report at their meeting on 25/10/24.</p>
Development of a Police and Crime Delivery Plan to support the achievement of the objectives as set out in the Police and Crime Plan	RAG	<p>The OPCC Business Plan provides detail in relation to how the OPCC will support the delivery of the Police and Crime Plan. This is reported to the Police and Crime Panel on a quarterly basis. The Business Plan for 2024/25 was approved by the Police and Crime Panel on the 15th May 2024 for information. Work will commence shortly on the OPCC Business Plan for 2025/26 once the Police and Crime Plan has been formally approved.</p>

<p>Review the Police and Crime Plan to ensure it remains fit for purpose</p>		<p>Public and partner consultation came to an end on 1st October 2024. Consultation consisted of a series of sessions for local elected members and partner agencies, focus groups with special interest groups, engagement activity through the summer shows and an online survey.</p> <p>The Chief Constable received an initial draft of the priorities on 18/09/24 and has been asked to provide his feedback to the OPCC by 01/10/24. The Police and Crime Panel will receive a copy of the draft Plan and the consultation report at their meeting on 25/10/24.</p>
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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
<p>There are formal governance arrangements in place to support effective scrutiny</p>		<p>A review of governance arrangements has been undertaken and new arrangements are being established over the Autumn in support of enhancing the PCC's statutory responsibilities and ensuring effective scrutiny.</p>
<p>Development and annual review of Corporate Governance Framework</p>		<p>Once the review of governance arrangements is concluded, the Corporate Governance Framework will be revised. A draft is due to be considered by the Joint Audit Committee in December 2024.</p>
<p>Establish a risk-based, forward-looking schedule of activity to support improvements in Force performance</p>		<p>The OPCC aim to draft the Scrutiny Panels' recommendations and observations within 10 working days from the meeting. The reports are then circulated with those in attendance for comments before being sent to the relevant department within the Force for their response to observations and recommendations. Once approved the finalised report is published onto the OPCC website.</p> <p>4 recommendations were made by the Out of Court Resolution (OoCR) Scrutiny Panel in September 2024 during their review activity of cases involving the offence of Assault or Actual Bodily Harm (ABH) which had been dealt with by way of an OoCR. 16 recommendations were made by the Quality Assurance Panel in relation to the Force follow up with any malicious communication they receive and</p>

		<p>training available for officers handling domestic abuse victims.</p>
<p>Ensure the public's views are represented in the PCC's scrutiny work</p>		<p>Scrutiny continued through the Out of Courts Resolutions (OOCR) panel and the volunteers on the Quality Assurance Panel (QAP) and the Custody Independent Scrutiny Panel (CISP).</p> <p>The OOCR panel reviewed cases of assault and actual bodily harm. 19 cases in total were looked, 9 Adult and 9 Youth. Recommendations and findings of the panel included reminders to be sent to officers regarding the perimeter around evidence lead prosecutions and officers were reminded of the importance of noting a clear rational for the issuing of an OOCR. The next meeting in December will focus on hate crime, women and disproportionality.</p> <p>Two QAP meetings were held during this quarter. The panel looked at Use of Force cases in July and Stalking and Harassment cases in August. Key findings for the panel meeting in July highlighted the importance for officers to accurately record and note their rational for the use of force used. The August meeting found that some officers responding to stalking and harassment cases lacked eye contact with the victims possibly disturbing the communication.</p> <p>The CISP met in August to review cases of children in custody. This topic came as a result of the Childrens Commissioners 2024 report on strip searching of children. The report noted Dyfed Powys Police as having the highest rates of strip searching of children in custody in England and Wales. Dyfed Powys Police have since confirmed that the data provided to the Childrens Commissioner was incorrect. To provide further scrutiny and reassurance the CISP focused on children in custody and overall found that: Of the four strip searches that occurred, all four provided a good rationale for conducting this. The average time lapsed from arrival to detention authorised was 14 minutes.</p>

<p>Oversight and implementation of external inspectorate’s recommendations</p>		<p>6/6 responses were published in the statutory timescale.</p> <p>1) PEEL 2023–25 - An inspection of Dyfed-Powys Police. Published 17/11/23. PCC response due 12/01/24, submitted 11/01/24.</p> <p>2) An inspection of the effectiveness of the police and law enforcement bodies’ response to group-based child sexual exploitation in England and Wales. Published 08/12/23. PCC response due 02/02/24, submitted 29/01/2024.</p> <p>3) Report on the Criminal Justice Alliance’s super-complaint – Section 60 of the Criminal Justice and Public Order Act 1994 and independent community scrutiny of stop and search. Published 14/12/23. PCC response due 02/02/24, submitted 30/01/24.</p> <p>4) Meeting the needs of victims in the criminal justice system. Published 19/12/23. PCC response due 13/02/24, submitted 06/02/24.</p> <p>5) Joint inspection of the multi-agency response to abuse and neglect of children in Powys. Published 01/02/24. PCC response due 28/03/24, submitted 18/03/24.</p> <p>6) The impact of recruitment and retention on the criminal justice system. Published 15/02/24. PCC response due 11/04/24, submitted 21/03/24.</p>
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17c) Hold the Chief Constable to account for the performance of the Force's officers and staff

Action Required	RAG	Quarter 4 Progress Update
<p>Development of a performance framework and structure that allows a greater understanding of the Police and Crime Plan outcomes</p>		<p>The 2024/25 Business Plan was considered by the Police and Crime Panel in May 2024. The Panel continue to receive quarterly updates on the progress against actions contained within the plan.</p> <p>Work has continued on the development of a performance framework, against which the Force and commissioned services will be measured.</p>

There are formal governance arrangements in place to hold the Chief Constable to account for the performance of officers and staff		A review of governance arrangements has been undertaken and new arrangements are being established over the Autumn in support of enhancing the PCC's statutory responsibilities and ensuring effective scrutiny.
Chief Constable's Professional Development Review		The PCC and CC met on 7th October 2024 to discuss the CC's performance and his focus for the ensuing year. A report will be received by the PCC by the end October which will further detail evidence relating to the Chief Constable's performance in relation to the objectives set upon appointment. New objectives for the CC will be set once this report has been considered by the PCC, which will be based on key elements within the new Police and Crime Plan.

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		Work continues on the budget requirement for 2025/2026. Initial meetings between the Commissioner, CEO and CFO have commenced and meetings with the Commissioner, Chief Constable, Director of Finance, CFO and Police and Crime Panel's Precept Sub-group have been diarised. The budget requirement will be presented at the finance seminar at the end of November.
Setting of Medium-term financial plan		Work has progressed on the MTFP for 2025/2026, the budget requirement will be presented to the Police and Crime panel at the finance seminar at the end of November
Funding of capital programme to provide force with appropriate assets to deliver effective policing services		The Capital programme is being revised to reflect the requirements of the Force and will be included within the MTFP.

17e) Appoint the Chief Constable

Action Required	RAG	Quarter 4 Progress Update
Appointment of Chief Constable		The Chief Constable was appointed in December 2021.

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		<p>Value for Money is embedded in all procurement documentation and all procurement staff are fully au fait with the need to demonstrate VFM through tenders and contracts. The Joint Corporate Governance Framework, Financial Regulations and Contract Standing Orders explicitly detail responsibilities and requirements for securing value for money.</p> <p>The Chief Constable chairs the bi- monthly Performance Board which allows for performance to be measured and monitored demonstrating value for money of policing services. The Deputy Chief Constable chairs the Change and Transformation Board ensuring strategic line and sight and value for money considerations for change and investments including benefits realisation. There is OPCC attendance at each of the above governance boards.</p> <p>The All-Wales Productivity and Efficiency Group shares new initiatives and monitors progress on delivering savings plans. This group offers a forum</p>

		<p>for knowledge sharing and best practice. The ongoing work of the Force Review Team is shared at this forum.</p> <p>Financial management arrangements were further strengthened, and the Strategic Finance & MTFP Board is now fully embedded.</p> <p>Budget holders are supported by a Finance Business Partner who can extract details of expenditure, helps to shape forecasts and assists in steering compliance with procurement practices.</p> <p>Various benchmarking reports are produced for example in relation to Force Management Statement Chapter areas and these are considered operationally through Finance Business Partners.</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 relevant governance boards. Month on month improvement has been evidenced with mitigating actions and corrective plans in place on any remedials identified to closure.</p>
<p>Explore opportunities to reduce environmental impact</p>		<p>The Sustainability Group continues to operate under the chair of Director of Finance and continues to prioritise key initiatives and strategies to achieve Net Zero by 2050. Numerous members have attended Net Zero IMEA training recently aligned with planned further courses in the coming period. Carbon Literacy Training is also being scheduled for members of the Group over the coming months.</p> <p>The appointment of the dedicated Stainability resource under the management of the HSE team has been identified, and is currently going through the vetting process, it is proposed to be funded by carbon/cost savings achieved through the delivery of initiatives across various departments, resulting in a cost and carbon savings across all departments across the organisation. The role will provide</p>

		<p>structure and clear route maps for each business area allowing key greenhouse gas emissions to be prioritised for reduction across the organisation’s functions and operations.</p> <p>Utility consumption trends and improvements continue to be tracked at a building utility level, clear reduction across the estate is evident in this period aligned which is positively recognised. This can be aligned to numerous small changes and local schemes which continue to be applied and delivered across the estate. The Sub Divisional Photovoltaic project has now been concluded and significant differences in power demand is already evident across the sites.</p> <p>All Wales Charge Project is progressing with an all-inclusive turnkey installation service with BP Pulse, DPP is supporting the initiative to ensure consistency and value for money is evident while driving a timely EV charging infrastructure across policing in Wales.</p>
<p>Explore and maximise external funding opportunities</p>		<p>Safer Streets 5 project boards meeting discussions and claim updates from partners have provided reassurance that project activity is on track to meet Quarter 3 expectations. No risks reported on planned activity and positive feedback is being received from recipients on project delivery.</p> <p>Regular project board meetings being held with ASB Hotspot funding and whilst project leads have indicated that there are some delays to delivery, currently they are confident that objectives will be delivered, and the funding will be fully utilised.</p> <p>Serious Violence Duty funding will realise some spend in Q2 as forecasted. However, risks remain regarding the intervention plan for the remainder of the funding period. An extraordinary board meeting is being held in October to seek approval for project proposals to ensure that funding allocation will be spent by the year end (31 March 2025). Risks have been escalated to Home Office who have provided support and guidance to progress this at the earliest opportunity.</p>

<p>Explore and maximise sponsorship initiative opportunities</p>		<p>OPCC continue to act a member of the Shared Prosperity Fund Board for Ceredigion and Carmarthenshire Councils and contribute to discussions around community funding to improve the region.</p> <p>Work continues to seek support from other funding sources to add to our contact directory to share with funding applicants that do not meet the PCC funding conditions. This allows funding applicants to maximise their reach in seeking funding from a wide range of sources.</p> <p>A business directory to capture all medium to large sized businesses in Dyfed Powys has been developed and is being populated by team members. This also includes business and finance consortium groups that are based in the region to support growth and community support. A letter has been drafted to engage with local business regarding sponsorship and collaborative opportunities with the PCC. This will be issued following the launch of the Police and Crime Plan.</p>
<p>Implement and maintain a risk register to identify and mitigate risks to the OPCC and force</p>		<p>Risks continue to be reported to the Joint Audit Committee on a quarterly basis and at Senior Management Team on a fortnightly basis.</p> <p>There is continued dialogue with the Force representatives responsible for risk to ensure that the most up to date information is included on the risk registers.</p>
<p>Utilise training and development plans for all OPCC staff</p>		<p>Staff continue to utilise appropriate and relevant training opportunities that have been identified via training plans. Work is currently being undertaken internally in relation to training needs in order to feed into the budget setting requirements for 2025/2026.</p>

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

Action Required	RAG	Quarter 4 Progress Update
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<p>Explore collaboration opportunities in accordance with the Policing Vision for Wales</p>		<p>Collaboration opportunities are at the forefront of office thinking and wherever appropriate the PCC will engage with the activities. Collaboration is a significant focus of Policing in Wales. Terms of Reference have been developed to establish an All Wales Collaboration Board. The first meeting is scheduled to take place early in 2025.</p>
<p>Explore collaboration opportunities with other partners</p>		<p>The Funding and Project Forum/Group in collaboration with the Police Force was launched in September 2024.</p> <p>This group includes representation from OPCC and the Force and will provide a guidance platform to colleagues who are seeking support with project development and/or funding consideration.</p> <p>Positive feedback has been received from senior leaders who are fully supportive of this initiative.</p> <p>The first meeting to assess any proposals from colleagues will be held during w/c 14th October with appropriate feedback and guidance provided to support with project and/or funding progression.</p> <p>The force recruited a new Partnership Co-ordinator during September 2024. Regular meetings are being reestablished between this role and the OPCC External Funding Manager to ensure positive collaboration and improved working relationships between the force, OPCC and external partners.</p>
<p>There are formal governance arrangements in place to scrutinise collaboration agreements</p>		<p>A paper was agreed at the last Policing in Wales meeting to introduce a new governance arrangement to scrutinise collaboration arrangements. Terms of Reference have been developed to establish an All Wales Collaboration Board. The first meeting is scheduled to take place early in 2025</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
<p>Working with the Force to develop and implement our</p>		<p>In August, the new joint Strategic Equality Plan for 2024-2028 was published, aimed at enhancing</p>

<p>joint Strategic Equality Plan; meeting the objectives within</p>		<p>equality and inclusivity within the Dyfed-Powys Police and the Police and Crime Commissioner’s Office.</p> <p>The new plan has four key objectives that overall will aim to address equality and inclusivity challenges, ensuring a fair and effective service for all communities.</p> <p>Increase Workforce Diversity: The plan emphasises diversifying the workforce and volunteer groups to better reflect the communities of Dyfed-Powys. It outlines plans that aim to improve recruitment, retention, and career progression, with clear targets to ensure a representative workforce.</p> <p>Eliminate Racial Disparities: In response to national and local initiatives, the plan also focuses on addressing and eradicating racial disparities within DPP and the OPCC. This involves implementing policies that promote racial equality and adhering to guidelines from the National Police Chiefs’ Council (NPCC) Police Race Action Plan, and the Criminal Justice in Wales (CJIW) Anti-Racist Action Plan.</p> <p>Strengthen Community Relationships: The plan seeks to develop and improve relationships between the police and local communities through proactive community policing and engagement. This includes developing meaningful community engagement strategies, establishing transparent feedback mechanisms, and utilising Engagement Officers effectively.</p> <p>Promote an Inclusive Culture: A major goal is to cultivate a culture of inclusivity and respect within the DPP and the OPCC. This will include mandatory diversity training, promoting internal reporting mechanisms, and addressing any racist, misogynistic, or homophobic behaviour.</p>
<p>Development and implementation of OPCC Engagement and Communication Strategy and action plan, and Social Media Policy and Strategy</p>		<p>Youth Engagement Forum Summary</p> <p>For the first time in Dyfed-Powys, a group of Youth Ambassadors have held both Police and Crime Commissioner and Chief Constable to account, following findings from last year’s Y Sgwrs consultation. The Policing Board session gave young</p>

incorporating providing opportunities for local communities to inform and influence decision making and proactively promoting the work of the PCC and CC

people the opportunity to raise concerns and ask direct questions related to issues highlighted in the report.

The Y Sgwrs report, a comprehensive consultation with young people across the region, revealed key concerns around community safety, mental health support, and the role of policing in their daily lives. In response, the Commissioner invited Youth Ambassadors to engage with him directly to ensure their voices are heard and acted upon.

During the meeting, the Youth Ambassadors raised a variety of questions, drawing on the themes from the report, and addressing topics like community policing, mental health, and youth engagement.

Community Engagement Days and Events

Several Engagement Events were attended by the PCC and OPCC representatives during Q2. The focus at these events was promoting the Police and Crime Consultation, to ensure that as many Dyfed-Powys voices as possible were captured to help shape the future of policing. The first event attended in Q2 was Pembrokeshire Pride’s Festival of Inclusion, where OPCC staff engaged with the LGBTQ community, promoted the volunteer schemes, the complaints reviews and appeals process, the Police and Crime Plan Consultation and any services available through the OPCC.

At the end of July, the OPCC and PCC had a shared stand at The Royal Welsh Show. It is one of Wales’ flagship events, attracting over 200,000 visitors to the Dyfed-Powys Police Force area from all over the world. As such, Builth Wells’ town centre can become a challenging environment for emergency services during the week.

While at the Show, the PCC met with representatives from NFU Cymru, BASC (British Association for Shooting and Conservation), YFC (The Wales Federation of Young Farmers Clubs), FUW (Farmers' Union of Wales), and BWESG (Builth Wells Event Safety Group), who work as a multi-agency control

centre closely with St John's Ambulance, to ensure the safety and well-being of visitors. Discussions focussed on various initiatives and ideas aimed at promoting collaboration and support for our farming communities.

During July and August, OPCC representatives, including members from our Volunteer Schemes attended both Brecon and Newtown Police Station Open Day's to engage with Dyfed-Powys communities in these areas, promote the work of the Office and the Police and Crime Plan Consultation.

In August the PCC and OPCC staff also attended Pembrokeshire Agricultural Show alongside five of our Youth Ambassadors. This is a two day event, drawing in around 25,000 people on the first day. This was a great opportunity to engage with the public and promote the various opportunities available through the OPCC, in addition to promoting the Police and Crime Plan Consultation.

PCC attended Race Council Cymru's West Wales Black History 365 event in Carmarthen, alongside an OPCC representative in September to celebrate Black excellence in Wales. During the event, attendees had an opportunity to engage with the Commissioner and share their views as part of the Police and Crime Plan Consultation.

Engagement with Community representatives

During September, the PCC held four in-person Consultation engagement sessions in Aberystwyth, Carmarthen, Newtown, and Brecon, and one online session with County, Town, and Community Councillors across the Dyfed-Powys area to ensure their views, and those of the communities they represent, were captured as part of the Police and Crime Plan Consultation.

All 252 Councillors and 312 Town and Community Councillors were invited to participate in any of the sessions that the PCC and OPCC staff were holding, to share their views on the proposed Police and

Crime Plan Priorities. Of 564 invitees, 31 attended the consultation sessions.

Engagement with Under-represented Groups

During Q2 the OPCC also contacted 56 community groups, organisations, or charities to promote the Police and Crime Plan Consultation, with an opportunity to share their views through a focus groups session dedicated specifically for each group. The aim of the focus group sessions was to raise awareness amongst the underrepresented communities of Dyfed-Powys, of the role and responsibilities of the Police and Crime Commissioner, along with identifying key focus areas of importance to Dyfed-Powys communities that should be considered in the 2025-2029 Dyfed-Powys Police and Crime Plan. Of the 56 groups contacted, four were available to meet within the consultation period, consisting of 34 attendees.

In addition to these sessions, OPCC representatives attended Milford Haven Mosque to promote the consultation, and a stand was held at Dunbia Abattoir in Ceredigion.

Consultation on the Police and Crime Plan (Online Questionnaire)

A total of 659 people participated in the Police and Crime Plan online survey, which was available in both English and Welsh. Traditional methods such as distributing 1,000 A5 flyers at events like the Royal Welsh and Pembrokeshire Show complemented the online efforts.

To maximize engagement, the online survey was promoted through email campaigns to key contacts, organic social media posts shared by the OPCC and stakeholders, press releases, and internal bulletins. Paid digital ads also played a crucial role, with Wales Online and Cambrian News running campaigns that generated over 105,000 impressions combined. Additionally, our in-house paid Facebook Meta ads, which included both English and Welsh language ads, generated 47,441 impressions.

		<p>Before the ads, there were around 200 responses. Post-campaign, this surged to 659, marking a 229.5% increase, demonstrating the effectiveness of targeted digital advertising.</p> <p>Monthly bulletins & Social Media Activity</p> <p>During this period, we have published three monthly e-bulletins that provide updates on the activities of the Commissioner and his office. We have also continued to share the PCC’s weekly social media highlights.</p>
<p>Respond to community concerns in a timely manner</p>		<p>Some changes have been made to how we capture correspondence received in the OPCC. When correspondence is received they will either be recorded as "community concern" or "PSD matter"</p> <p>Where a correspondence is categorised as a PSD matter, the member of public will usually receive a response to advise of the complaint and complaint review process. During this period out of the 91 correspondence recorded, 16 were recorded as a "PSD matter". Having considered the concerns being raised they related to wanting to make a new complaint about an investigation.</p> <p>Where correspondence has been categorised as a "community concern" this usually involves the OPCC making contact with relevant departments within the Force on behalf of the member of public. These have also been broken down into sub-categories to identify any trends. During this period it has been identified that there has been an increase in concerns raised relating to ASB. This will be monitored over the next quarter and will feed into other scrutiny activity.</p>
<p>Engage residents in contributing to assurance and scrutiny activity</p>		<p>2 QAP members are awaiting induction training. 1 new Independent Custody Visitor (ICV) and 1 Animal Welfare Visitor have been appointed subject to vetting.</p> <p>The OPCC are undertaking a recruitment drive for all volunteer schemes. The Scheme managers are</p>

		<p>working alongside the OPCC engagement team to ensure the opportunities are widely communicated.</p> <p>A total of 30 visits were carried out by ICVs during this period. Most frequent concerns raised by the ICV's included staffing issues, laundry, religious items, health and safety and health case provisions in custody.</p> <p>The OPCC in partnership with the Force conducted the first Custody Scrutiny Panel (CSP) meeting. The panel focused on juveniles in custody. The feedback from the panel is analysed and reported to the Force. Findings are published. The next CSP will focus on appropriate adults and vulnerability.</p>
<p>Provide effective and accessible services for victims and vulnerable people</p>		<p>MOJ reporting not due till mid-year. MOJ reporting mechanisms received and shared with providers. Submission due end October.</p> <p>No complaints received by PCC regarding service providers. Complaints process forms part of annual audit cycle for commissioned services.</p> <p>Core questions regarding how services will be made accessible from a number of perspectives including geographical, physical, language, diversity, equality and ability are contained within the procurement template and form part of the scored submission. We also ensure that these questions are incorporated into tender processes run by partners where we are a joint investor. Providers are now required to undertake annual equality monitoring assessments alongside narrative reporting; this will be in addition to the data required by MOJ.</p> <p>MOJ quantitative framework still awaited. Reporting requirements referenced in Victims Bill with discussions ongoing regarding format by which PCCs will be required to capture and monitor compliance of all CJ agencies. All Wales governance structure in place and leading on discussions with MOJ.</p>

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

Action Required	RAG	Quarter 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	Green	A new website has been launched and as part of the development of the website, work was undertaken to ensure that all information is up to date in line with the Specified Information Order. The website will be monitored on a regular basis to ensure the information remains up to date and ensuring compliance.
Publish information in an accessible and easy to reach format	Yellow	<p>The Transparency Quality Mark obtained in previous years evidences the quality of the information available on the website and the ease of accessibility to everyone.</p> <p>The regular monitoring of the website ensures that it remains accessible to all. There has been no indication as yet that the new Government will commence monitoring of website compliance of all Police and Crime Commissioner websites.</p> <p>The website has been reviewed and the information is up to date. This remains amber as there is work still ongoing to further develop the website including a search facility.</p>
Publish information in accordance with the Welsh Language Standards	Green	All published information is routinely translated as business as usual prior to anything being published, ensuring that at all times both English and Welsh are treated the same.
Proactively promote and raise awareness of Commissioned Services	Yellow	New OPCC website content reviewed and updated where appropriate. Link to the website is included within Victim Information Packs. Individual service performance and overview documents currently in the process of being updated for 23/24 output. Working with Engagement team to produce animated

		<p>film clip to raise awareness of commissioned services amongst public and internally with Force.</p> <p>PCC Engagement team are linked in to the press teams within all commissioned services and have established a working group to jointly share social media and press articles. Regular social media articles shared regarding commissioned service activity and included in newsletters. Comms plan being developed to launch new victim support service commencing 1st November.</p> <p>Commissioning and Engagement teams continue to provide evidence and best practice examples of work within Dyfed Powys to national calls for evidence by APCC and national bodies. Working with Engagement team to produce animated clip raising awareness of commissioned services.</p> <p>All contracts contain standard requirement for promotion of services. Service implementation meetings include a focus on communications plans during implementation and at commencement of service in liaison with OPCC and Force comms where appropriate. Commissioned services are required to acknowledge PCC /MOJ funding source in all publicity and materials. Providers are required to undertake equality assessments and provide evidence of awareness raising activity amongst all communities. This will help us to inform any specific areas of focus required for future service plans.</p>
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17I) 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		The Police and Crime Commissioner and relevant officers attend all Police and Crime Panel meetings as required. Regular discussions are maintained between the Chief Executive and Panel's key officer to ensure members receive relevant and timely information.
Regular liaison between OPCC and PCP in support of discharging statutory duties		The Police and Crime Commissioner and relevant officers attend all Police and Crime Panel meetings as required. Regular discussions are maintained between the Chief Executive and Panel's key officer to ensure members receive relevant and timely information.

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		The draft annual report was considered by the Panel at its meeting in July. A final report will be provided to the Panel at the October meeting.

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, 3 Chief Constable complaints were received. One was a complaint regarding the use of the police crest which was a complaint sent to all Forces in England and Wales. The other two complaints were in regard to a delegated authority and did not meet the criteria to be recorded.
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		16 new reviews were received during this period, 1 will carry over to the next reporting quarter as it came through the end of this reporting period. A total of 22 complaint reviews were completed during the reporting period. 4 reviews were upheld due to the outcome not being considered reasonable and proportionate.

		The OPCC also captures oversight issues where the service could be improved. The themes identified as oversight concern the timelines of the handling of the complaint and not receiving meaningful 28 days update. This has been raised with PSD at the recent PSD Assurance Board.
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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		Once the review of governance arrangements is concluded, the Corporate Governance Framework will be revised.

19) Access to information, officers and staff

Action Required	RAG	Quarter 4 Progress Update
Handling of information in accordance with Data Protection legislation		As a corporation sole the OPCC are subject to and responsible for Freedom of Information (FOI) requests. There were 12 FOI requests received during the period and the OPCC held the information for 3 of them. The requests were answered in time. The themes of the requests were Sponsorship of Pride events, Police Precept setting and Riots compensation. The requests the OPCC did not hold the information for were in relation to personal data, police dogs, police response times, estates, mobile communications. diversity and force operational matters.

20a) Delivery of community safety and crime reduction

Action Required	RAG	Quarter 4 Progress Update
<p>Development and implementation of a Governance Framework for Commissioning and Partnerships</p>		<p>Commissioning strategy in place which replaces previous documents. Available on new PCC website. Strategy currently under review for Term 4.</p> <p>Commissioning Advisory Board has been in place for several years and within that time has had membership from Force colleagues, partner agencies and representatives of the Commissioner’s volunteer panels. Commissioned services and funding recipients have presented to the Board and answered questions to scrutinise performance and demonstrate value for money. Over time, all services have presented multiple times and the format of the Board requires refreshing. A number of members have unfortunately given notice to resign as they have competing demands as volunteers. The scrutiny of commissioned services and recipients of Commissioner’s funding has therefore been considered and incorporated within the overall OPCC governance structure. The proposed select committee approach provides an opportunity for commissioned service providers to contribute. This can be two-fold in terms of contributing evidence and challenge as appropriate but also to present the context and performance of their service delivery ensuring that this is woven into Force and partners workstreams.</p> <p>Contracts register in place and reviewed for Term 4, alongside evaluation and audit plan for future of all commissioned services. Regular meetings between Director of Commissioning & Partnerships and Head of Procurement. There are a number of recommissioning exercises due within 24/25, all on track for open procurement within Q3.</p> <p>All partnership contacts, including CSP managers have been invited to consultation events in September 2024. They have also received the survey which is being promoted via number of routes.</p> <p>Tender evaluation process for new services and scoring for grant bids includes requirement to link to PCP priorities. Head of Assurance has a forward</p>

	<p>work plan in place to review service provision compared to demand on Force, Police and Crime Plan priorities and unit costings. This will commence in September 2024 with a focus on sexual violence services.</p> <p>LCJB priorities and delivery plan aligned to Criminal Justice in Wales priorities. Agenda and structure has been revised to provide more focus on the local delivery and performance. 2024/24 delivery plan signed off, reflecting local priorities such as Community Payback alongside national work on VCOP, domestic abuse attrition etc. All partnership contacts, including LCJB members, have been invited to consultation events in September 2024. They have also received the survey which is being promoted via a number of routes.</p>
<p>Commissioning of services in support of community safety and crime reduction</p>	<p>MOJ victims grant is match funded by PCC core funding. Total grant for 24/25 is £1,411,634 of a total £2.74m commissioning budget. Therefore, the PCC provides approximately 49% of funding for services. This is noted in MOJ returns where match funding is reported to Ministers. At present, grant awards are secured until end of March 25. Detailed evidence provided from Dyfed Powys to contribute to spending review information for Ministers. Awaiting funding award announcements.</p> <p>Quarterly meetings are diarised between YOPS managers, CSP managers and OPCC representatives. Policy officers represent OPCC on all Youth Offending Management Boards and Community Safety Partnerships across the Force area. Youth justice is the main focus at present of Criminal Justice in Wales and the LCJB. CSP representative and Area Planning Board representative are members of LCJB leading on prevention work. Work continues with CSP and YOPS partners to deliver Serious Violence duty, in particular developing interventions under the delivery plan.</p> <p>MOJ grant T&Cs are met with compliance recorded and endorsed by CFO for grant returns. Grant agreements and contracts with providers ensure that</p>

		<p>appropriate T&Cs are met. Audit schedule includes checks on compliance.</p> <p>Provision of Restorative Justice is a statutory function for HMPPS, who work with victim services to identify and contact victims as appropriate. DPP training requires refreshing and referral routes need to be highlighted. This will be a priority within the implementation of the new victim referral service once the services goes live in November. Force lead identified and is currently reviewing policy and implementation within DPP.</p> <p>All partnership contacts, including CSP managers, have been invited to consultation events in September 2024. They have also received the survey which is being promoted via a number of routes.</p>
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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 on from the successful audit result at the beginning of the year, further improvement updates have been introduced to better manage the finance process regarding grant funding and donation awards.</p> <p>Following discussions with temporary OPCC CFO and the Evidence Based Co-ordinator further improvements have also been made to the funding scoring template to provide a robust rationale for funding scores that enhances governance adherence.</p> <p>During this quarter, links have been established with other Welsh OPCC funding managers and regular meetings have been arranged to discuss best</p>

		practice, share knowledge and work collaboratively across regions where appropriate to do so.
Provision of crime and disorder reduction grants within 2024/2025		<p>During quarter 2, 3 new funding and/or donation applications have been approved with a requested value of £85,365.35</p> <p>18 funding enquiries have been received during Quarter 2, some are being progressed and we are awaiting funding applications. Those that are not eligible for PCC grant have been informed and advice provided on other grant funding sources to support with their activities.</p>
Evaluation of crime and disorder reduction grants to determine social return on investment		<p>Revised application form provides focus on value for money and sustainability, ensuring detailed responses are provided for both.</p> <p>This also features in the revised scoring process to ensure circular economy principles are considered and noted within the application and scored appropriately.</p> <p>The amended Grant Agreement allows for tailored approaches to monitoring requirements that meet the expected outcomes of the project and alignment with Police & Crime Plan priorities.</p> <p>Funding recipients are expected to outline how their project is achieving its proposed outcomes and providing positive crime reduction benefits to its communities.</p>

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>Q1 review meetings all held. Only concerns raised regarding performance are with the Goleudy service, which is well documented and included on the risk register. Most services reporting challenges with cost of living increases balanced against lack of inflation applied to PCC contracts. This has been escalated to Chief Finance Officer and is being addressed both via the allowance of annual growth within budgets for re-commissioned contracts and via evidence-based one-off contributions to those providers in mid contract period.</p> <p>Annual audit includes review of timeliness and positive progress against KPIs. Goleudy performance concerns ongoing due to lack of performance reporting information to evidence whether the actions have remedied the issues. The Force still cannot produce this data and therefore this remains on the risk register. New victim referral service will commence in November 2024. Performance data has been requested from Goleudy as part of the service exit planning.</p> <p>PCC continues to visit appropriate services as part of Community Engagement Days. Commissioning team feed into schedule for PCC visits to services and funding recipients in line with community engagement activity.</p> <p>The scrutiny of commissioner’s services and recipients of Commissioner’s funding is incorporated within the overall OPCC governance structure. The proposed select committee provides an opportunity for commissioner service providers to contribute. This can be two-fold in terms of contributing evidence and challenge as appropriate but also present the context and performance of their service delivery ensuring that this is woven into Force and partners workstreams.</p>
<p>PCC's contribution to the All Wales Criminal Justice agenda</p>		<p>Dyfed-Powys Local Criminal Justice Board (LCJB) work closely with Criminal Justice in Wales (CJiW) coordinator to ensure alignment of priorities and reporting into All Wales arrangements. Key highlights</p>

		<p>in recent report include opening of women's centre in Carmarthen, provision of specialist support for stalking victims, plan to implement domestic abuse support at family court for Dyfed Powys and recommissioning of DA Perpetrator support schemes. Top risk highlighted is lack of accommodation for offenders at all risk levels.</p> <p>LCJB meeting held September 2024, focussed on People Who Offend priority including updates on the management of the early release prison cohort, move on housing projects and the new women's centre. The new OPCC governance arrangements will incorporate scrutiny of VCOP compliance for all criminal justice agencies.</p>
<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"> • All Wales Criminal Justice Board • Policing in Wales (Chair) • National Police Air Service Board • Safer Communities Programme Board • Single Unified Safeguarding Board with Welsh Government • National Rural Crime Network • Chair of Mid and West Wales Living Wage Steering Group <p>Specific lead areas have been agreed between the 4 Police and Crime Commissioners in Wales. PCC Llywelyn will lead on the following portfolios:</p> <ul style="list-style-type: none"> • 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

DYFED POWYS POLICE AND CRIME PANEL

25/10/2024

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

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**EXECUTIVE SUMMARY
DYFED-POWYS POLICE AND CRIME PANEL
25/10/2024**

OPCC BUSINESS PLAN – PROGRESS REPORT

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

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

DETAILED REPORT ATTACHED?

YES

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

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Host Authority Files	PACP-093	County Hall Carmarthen

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Police and Crime

Commissioner for Dyfed-Powys

Dyfed Powys Police and Crime Commissioner – Business Plan

Quarter 2 2024/25 Summary Performance Report

Introduction

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

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

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

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

Green - Work complete, no additional work necessary.

Amber - Partially complete, some additional work necessary

Red - Not yet started or not going to be progressed.

Executive Summary

The following report covers the reporting period of Q2 of the financial year 2024/25 (July, Aug, Sept 2024)

There have been a number of changes in RAG status during Q2 as highlighted below:

- The continuation of and future development of the School liaison programme – this moves from amber to green as Officers have returned to schools in September.
- Victim Engagement Forum – this moves from amber to green due to the involvement in the Police and Crime Plan consultation and their continued engagement in other areas of activity.
- Domestic Abuse Attrition – changed from amber to green due to the continuation of work with the Force as well as criminal justice and support service partners to progress actions from the workshop conducted in 2023/24 to reduce domestic abuse attrition rates. In the June meeting progress was reported against several actions, several of which were closed/finalised.
- Women's Centre – this has changed from amber to green following the opening of the Women's Centre in September 2024.
- Gender Responsive Psychologically led model – changes from amber to red due to capacity issues. Work with the Female Blueprint Team to test the Gender Responsive Psychologically Led Model in the Offender Diversion Scheme within Dyfed-Powys has been delayed due to partner agency's capacity. This work is now due to be undertaken in October 2024.

RAG status comparison**Summary:**

Within the 2024-2025 Business Plan are 35 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
Red	2	6%	3	9%
Amber	31	88%	26	74%
Green	2	6%	6	17%

Priority One – Victims are Supported.

Action Required	RAG	Quarter 2 Progress Update
Continuation and future development of the School liaison programme Support the continuation to the end of the 2023/24 academic year and in collaboration with the Force and partners, develop a proposal for the future of the programme taking into consideration wider prevention activity.		Officers returned to schools in September and there is a commitment for the programme to be continued until the end of the 2023/24 academic year. The Chief Constable has committed to retaining the School Liaison Officer establishment numbers. Work is in progress to develop a proposal for the future of the programme, taking into consideration the wider prevention activity and working with partners.
Sexual Abuse Services Continue to collaborate with Policing and Health Colleagues as part of the Regionalisation of Sexual Abuse Services across South, Mid and West Wales.		Sign off for Welsh Government funding of new Aberystwyth site still awaited. Risk remains high. Existing acute services transferred from Carmarthen and Newtown at end of September. Contingency planning in place. Awaiting phase 2 costs and confirmation of phase 1 allocation / apportionment of costs from Welsh Sexual Assault Services Board.
Independent Sexual Violence Advisory (ISVA) Service Implement and embed the new collaborative Independent Sexual Violence Advisory service with		The new ISVA service is live and embedded into the sector. However, there are some risks emerging regarding other funding sources and unclear future plans, e.g. Health and

<p>existing community and other commissioned services in the specialist sector.</p>		<p>Ministry of Justice funds. This may affect delivery of the OPCC funded contract. Risk currently sits with provider.</p>
<p>Meeting our obligations to the Victims Code of Practice (VCOP) and Witness Charter Work is required to ensure compliance with VCOP via continued scrutiny of criminal justice partners and through Out of Court Disposal (OOC) and Quality Assurance Panels (QAP).</p>		<p>Discussions are ongoing at both a local and All Wales level. The OPCC is kept updated as to the Force's VCOP compliance scrutiny capabilities, activity and plans. A mapping exercise is being undertaken to consider the victim experience scrutiny processes currently in place, with the aim to build a consistent approach across Wales which considers the victim's experience at all points of the criminal justice system.</p>
<p>Victim Engagement Forum (VEF) Consult and engage with victims to ensure that the voice of those with lived experience influences the development and scrutiny of services for victims, including the development of the new Police and Crime Plan.</p>		<p>VEF members were invited to participate in the Police and Crime Plan Consultation via the online questionnaire. In addition to this, a specific virtual focus group session was organised by staff from the Office for the Forum, to give an opportunity for victims and survivors to provide further insights and views on their experiences. Further plans are being developed with the Force to increase input from the VEF in scrutiny activity.</p>
<p>FAQ Sheets on website Develop Frequently Asked Question sheets for public to download on OPCC website. Improve access to information e.g. developing a new website, FAQ's, access to information on Commissioned Services and develop an Internal Communications Strategy.</p>		<p>No new FAQs were developed during Q2. In Q3, a new victim support service provider will be in place. Initial discussions have taken place on the communications plan for promoting the new service. As part of this communications plan we will develop a FAQ sheet for our Commissioned Services to help victims understand what support is available to them and how to access them.</p>
<p>Domestic Abuse Attrition Continue to work with Dyfed-Powys Police, criminal justice and support service partners to progress actions from the workshop conducted in 2023/24 to reduce domestic abuse attrition rates.</p>		<p>The Task and Finish Group met on June 10th to discuss progress against the Action Plan. Positive progress was reported against several actions, with a number closed/finalised. One closed action, co-ordinated by the OPCC, was to host a CPS training session focused on the role of CPS, domestic abuse, evidence led prosecutions, witness summonses, witness retractions and special measures. This recorded event was shared widely with partners and has since been split into 5 modules and uploaded to College Learn website as mandated training for all police officers, staff investigators and staff within the Case Progression Unit. The Group will next meet on 11th December 2024.</p>

Priority Two – Harm is Prevented

Action Required	RAG	Quarter 2 Progress Update
<p>Debrief Service for Missing Young People Re-commission the debrief service for missing young people, including consideration of widening the specification to incorporate further preventative work within schools.</p>		Currently out to tender - closing date 1st October. Awaiting evaluation results and further progress will be reported at the end of Q3.
<p>Serious Violence Duty Funding Ensure Home Office Serious Violence Duty funding is utilised appropriately to support partners in the prevention and tackling of serious violence, including evaluation of impact.</p>		Serious Violence Duty Coordinator is currently on long term absence. OPCC team covering immediate work with partners to propose funding plan and sign off at October meeting. No confirmation yet of funding past March 2025.
<p>Preventative and Treatment Services for individuals with Substance misuse Work with Hywel Dda Area Planning Board to jointly re-commission preventative and treatment services for individuals with substance misuse and their families. This should include evaluation of the outcomes achieved by individuals receiving services, both from a public health and criminal justice perspective.</p>		Specification finalised and due to be published in October. OPCC team have contributed to specification, performance requirements and evaluation questions via working group.
<p>Youth Offending and Prevention Services Continue to work with Youth Offending and Prevention Services to support victims and intervene earlier with young offenders, including extension of existing grant funding awards.</p>		Meeting held in September to discuss potential new funding arrangement. The Police and Crime Commissioner is the Commissioners' portfolio lead for Children and Young People and Youth Justice. An early draft of Police and Crime Plan is to be shared and Youth Offending and Prevention Services managers will be asked to produce business cases for future investment.
<p>Safer Streets To continue to project manage the</p>		Board meets quarterly to oversee delivery. Project progress is on schedule at present. No further announcements on

<p>funding received under Safer Streets 5 and to lobby the Home Office for the continuation of the funding stream</p>		<p>future funding received. There is an anticipation that Safer Streets will cease in March 2025.</p>
<p>Review of all OPCC Deep Dives. To conduct a review of all OPCC Deep Dives to inform future scrutiny to support the development of the Police and Crime Plan.</p>		<p>An assurance tracker has been developed which includes all Quality Assurance Panel reports, previous deep dives and other scrutiny activity. This information has been fed into the development of the new Police and Crime Plan and is being used to inform future scrutiny activity.</p>
<p>Assurance of Commissioned Services To establish a scrutiny process for Commissioned Services through utilising the Quality Assurance Panel (QAP). To gain an understanding of the social impact of the Commissioner's investment in prevention services.</p>		<p>The September QAP scheduled meeting has been re-arranged for January as there was not a full quorum of members available to undertake the scrutiny. The Assurance team have been undertaking activity to look at the value for money of New Pathways, which will coincide with the scrutiny of New Pathways in January.</p>
<p>Youth Ambassadors Scheme Consult and engage with Youth Ambassadors throughout the year, to ensure we provide a platform for young people to influence the future of policing and crime prevention in their local areas and support the development of the Police and Crime Plan.</p>		<p>In September 2024, a group of Youth Ambassadors have held both Police and Crime Commissioner Dafydd Llywelyn, and Chief Constable Richard Lewis to account, following findings from last year's Y Sgwrs consultation. The Policing Board session gave young people the opportunity to raise concerns and ask direct questions related to issues highlighted in the report. The Y Sgwrs report, a comprehensive consultation with young people across the region, revealed key concerns around community safety, mental health support, and the role of policing in their daily lives. In response, the Commissioner invited Youth Ambassadors to engage with him directly to ensure their voices are heard and acted upon.</p> <p>During the meeting, the Youth Ambassadors raised a variety of questions, drawing on the themes from the report, and addressing topics like community policing, mental health, and youth engagement.</p>

Priority 3 – An Effective Justice System

Action Required	RAG	Quarter 2 Progress Update
Offender Diversionary Scheme Re-commission the Offender Diversionary Scheme, taking into account the increased demand on the service created by out of courts disposal policy changes.	Yellow	Tender published, with a closing date 1st October. Await evaluation results and further progress will be reported at the end of Q3.
Women's Centre Embed the new Women's Centre into local practice and evaluate the whole system approach to female offending in Dyfed-Powys.	Green	Women's centre formally opened on 17th September and working groups now being held. Service user feedback is positive. Ongoing reporting into the Local Criminal Justice Board.
Integrated Offender Management (IOM) Housing Pilot Continue the expansion of the Integrated Offender Management (IOM) Housing Pilot to ensure provision of temporary move-on accommodation throughout the Dyfed-Powys area, enabling the rehabilitation and resettlement of offenders.	Yellow	Ceredigion and Powys premises working successfully. Discussions ongoing in Pembrokeshire and Carmarthenshire. Funding has been utilised to extend Ceredigion until other county progress is made – approval has been received from His Majesty's Prison and Probation Service.
Restorative Justice Undertake a thorough review of when and how Restorative Justice is being offered to victims, with a view to understanding the impact of restorative practices on those involved. This will also include supporting the rollout of the Immediate Justice approach.	Red	Following positive discussions with the ACC, the Chief Superintendent for Uniform Policing has been designated as the lead for Restorative Justice in DPP. Initial internal fact-finding underway to inform future required action. The Home Office has confirmed that the new Government have decided that Immediate Justice will not be rolled out.
Gender Responsive Psychologically Led Model Work with the Female Blueprint Team to test the Gender Responsive Psychologically Led Model in the Offender Diversion Scheme within Dyfed-Powys	Red	Delay to fieldwork due to partner agency's capacity. Now due to be undertaken in October.

<p>including the delivery of trauma informed training.</p>		
<p>Internal Communications Strategy Develop an Internal Communications Strategy that will consider how we as an Office communicate and engage with internal staff and Officers in Dyfed-Powys about our work, commissioned services and partnerships for example, that will also ensure that the workforce understands the role and responsibility of the Commissioner.</p>		<p>There has been a delay progressing with the internal strategy since Q1, due to prioritising the new Police and Crime Plan Consultation activity.</p>
<p>Social Media Monitoring and Performance Establish a social media monitoring and performance tool to ensure that effective monitoring of these channels is undertaken to inform the analysis of the success of various means of engagement with different demographics within the area. (Recommendation from Internal Audit Report on Engagement and Communications).</p>		<p>A social media monitoring and performance tool is now in place to analyse channels and inform on the success of various means of engagement. Monthly reports are set up via Orlo - the platform in which we use to schedule and post, which is reported to the Police and Crime Commissioner and Senior Management Team.</p>

Value 1 – Working Together

Action Required	RAG	Quarter 2 Progress Update
<p>Police and Crime Plan 2025-2029 Following the elections held in May 2024 and the end of the Police and Crime Plan for 2021-2025 a new Police and Crime Plan requires development for the period 2025-2029.</p>		<p>Public and partner consultation came to an end on 1st October 2024. Consultation consisted of a series of sessions for local elected members and partner agencies, focus groups with special interest groups, engagement activity through the summer shows and an online survey.</p>

		<p>The Chief Constable received an initial draft of the priorities on 18/09/24 and has been asked to provide his feedback to the OPCC by 01/10/24.</p> <p>The Police and Crime Panel will receive a copy of the draft Plan and the consultation report at their meeting on 25/10/24.</p>
<p>Workforce Culture Work with the Force to improve workforce culture including a focus on compliance with the Code of Ethics for Ethical Policing, use of reflective practice and implementation of the Strategic Equality Plan (SEP).</p>		<p>A review of Code of Ethics committee has been considered by Head Of Assurance and a Chief Inspector within the Force. Following engagement with relevant stakeholders and benchmarking with Forces in England and Wales, it was identified that there is national work being undertaken to establish a consistent approach to Ethics Committees. An update paper will be provided at the next People Ethics and Culture Board at the end of October.</p>
<p>Local Businesses Work with the Force to develop a proposal for consideration in term 4 to work with local businesses to raise awareness and prevent violence and abuse towards shop workers as well as encourage cyber resilience.</p>		<p>There has been a delay in progressing this activity due to capacity / availability of the Force lead. It is hoped that this activity will be progressed during the next quarter.</p>
<p>Domestic Homicide Review Oversight Mechanism Pilot Work with the Domestic Abuse Commissioner's office to pilot the local oversight mechanism in collaboration with Pembrokeshire Community Safety Partnership.</p>		<p>Discontinued involvement in pilot due to capacity issues with Pembrokeshire Community Safety Partnership.</p>
<p>Evidence-Based Policing Collaboration Enhance partnerships between local academic institutions and key Force departments and the Commissioner's Office, with the aim of developing a Strategic Research Agenda for the Force.</p>		<p>First EBP Research Steering Group chaired by the PCC on 24/09/24.</p> <p>Support within Dyfed Powys Police for the Strategic Research Agenda areas of focus:</p> <ul style="list-style-type: none"> - Rural - Roads - Reactive <p>Work is underway with Force leads to develop research / projects under these areas.</p>

		Processes are being developed to facilitate efficient support for academic requests.
Data Innovation and Sharing Support the delivery of the Wales Data Analysis Innovation and Improvement Network (WDAIIN) workplan. This will also include achieving the routine sharing of police data into the SAIL Databank.		<p>WDAIIN Hackathon on synthetic opioids successfully hosted by Wales Safer Communities Network. The event involved participants from across a wide range of organisations to look at how they manage data and information on the emerging threat.</p> <p>The Police-SAIL data project is ongoing, with Forces still going through their comprehensive Data Protection Impact Assessments.</p>

Value 2 – Being Accountable

Action Required	RAG	Quarter 2 Progress Update
<p>Holding to Account</p> <p>A review of the arrangements for the Commissioner to hold the Chief Constable to account on all matters relating to the Force.</p>		<p>The review has been completed and the options contained within the review will be rolled out. The first meetings of the new look Policing Board have been held and the first Strategic Performance Board will be held in the next quarter.</p>
<p>Support the public to make informed and appropriate choices when accessing our services by:</p> <ul style="list-style-type: none"> • Ensuring we have an easily accessible website that signposts individuals to specialist services as well as our own internal services. • Ensuring that however an individual contacts the office they will wait no longer than 48 hours to receive the information they require. • Ensuring that the Force have sufficient understanding and awareness of commissioned services to bring them to the attention of victims and individuals who would benefit from accessing services. 		<p>A new Victim Support Service for Dyfed-Powys will be launched in Q3, and in preparation of the launch, discussions have been taking place with Communications Colleagues within Victim Support, and Dyfed-Powys Police. A Communications Plan is in development that will ensure staff and officers within DPP are aware of the change of provider. Once the internal comms has been completed, it has been agreed by all parties that the external comms will start in 2025.</p> <p>In relation to the OPCC website, IT are working on a search function to the new website, to ensure that people can search for, and access information easily.</p>
Governance and Financial Arrangements of All Wales Activity Work with Chief Executive Officers		A paper was agreed at the last Policing in Wales meeting in June 2024 to introduce a new governance arrangement to scrutinise collaboration arrangements. Terms of Reference

<p>and Chief Finance Officers in Wales to improve governance and financial arrangements for All Wales activity.</p>		<p>for an All Wales Collaboration Board has been agreed, which will give PCCs a forum to collectively scrutinise collaboration activity and collective investments. The first meeting of this Board is scheduled for January 2025.</p>
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Value 3 – Being Sustainable

Action Required	RAG	Quarter 2 Progress Update
<p>Financial Sustainability and Resilience Monitor the implementation of the recommendations from the Force Review to ensure that they deliver financial savings that are sustainable and resilient.</p>		<p>The Force review is reported regularly to Policing Board and the Chief Finance Officer monitors the recommendations to ensure that they provide evidence that any associated financial savings are resilient and sustainable. Further work is required to fully understand impact on productivity and efficiency, and evaluating return on investment which have been discussed with Chief Officers. The new Strategic Performance Boards will provide a forum for more in-depth focus into this area.</p>
<p>External Funding Arrangements Review the external funding arrangements to ensure maximisation of opportunities.</p>		<p>An audit of external funding was undertaken in April 2024 that resulted in an overall assessment of substantial assurance. Activity undertaken in Quarter 1 has led to process improvements regarding finance controls and approval systems. Further work will continue during the year to maximize opportunities of external funding and partnership working.</p>
<p>Sustainability Culture Further develop and embed a culture in terms of sustainability by monitoring the reduction of our carbon footprint and ensuring any agreements with partners is cognisant of the sustainability agenda.</p>		<p>The Business Manager has linked with the relevant staff within the Force to gain assistance in establishing a baseline figure to allow a greater understanding of the carbon footprint of the Office. Monitoring of work patterns in the coming months will allow consideration of how to reduce carbon usage. All agreements with partners are expected to consider the sustainability agenda, with a view to the OPCC and the Force being able to further reduce the carbon footprint in future years.</p>

Value 4 – Engaging Widely

Action Required	RAG	Quarter 2 Progress Update
<p>Under-represented Groups Strengthen our relationships with our communities through proactive engagement activities with the aim of:</p> <ul style="list-style-type: none"> • Increasing the diversity of the workforce and volunteer groups. • Understand their feelings, views and experiences, and to provide information. 		<p>Activity has continued to meet this objective which includes visiting multicultural groups in Haverfordwest. Whilst individuals have expressed an interest we have not successfully recruited. However, there have been positive feedback from visits where the OPCC have provided information into the work of the PCC with the different volunteer groups and information on complaint processes. We are strengthening our relationships with communities, but further consideration is needed for recruitment with innovative ways to utilise volunteers in scrutiny activity.</p> <p>Therefore we are meeting the objective in terms of Engagement and this work will continue. It will stay at amber due to the issue with recruitment.</p>