



COMISIYNYDD  
HEDDLU A THROSEDDU  
DYFED-POWYS  
POLICE AND CRIME  
COMMISSIONER

# DYFED-POWYS POLICE AND CRIME COMMISSIONER

## POLICE AND CRIME PLAN 2017-2021

SAFEGUARDING OUR COMMUNITIES  
TOGETHER



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## Commissioner's foreword

**As your Commissioner, the security and safety of the residents served by Dyfed-Powys Police is my priority. Through this Plan, I have set the strategic direction and priorities for Dyfed-Powys Police during my term in office and I look forward to working closely with the Chief Constable to achieve my objectives.**

I am committed to representing and engaging fully with communities and will act as the voice of the public on all police and crime matters. I met with many community groups, members of the public, partners and other stakeholders during the first few months of my term of office and promise to continue these active and open discussions with you to ensure that local, regional and national concerns are understood.

Partnership working is fundamental to delivering a joined-up approach to tackling the challenges that face all public services, such as a reduction in finances, the increasing diversity of our population and the rapid advances in technology. I will work closely with community safety and criminal justice partners to ensure that services are effective and efficient at keeping people safe, supporting victims and bringing people to justice. With our partners, I will explore opportunities for the joint commissioning of services to help make our communities safer.

If the public lack trust in the police to act fairly and ethically they are less likely to assist the police to uphold the law. Public trust in the police service is of great importance to me and I will continue to monitor public confidence measures closely.

I am confident that in turn, this will lead to an improved service to you the public and I look forward to serving you as the Police and Crime Commissioner, working together in safeguarding our communities.



Recent inspections by Her Majesty's inspectorate of Constabulary (HMIC) have graded Dyfed-Powys Police as 'requiring improvement' across a number of areas.



The findings from these inspections highlight the scale of the challenge ahead for me as Commissioner and indeed, the Chief Constable. My ambition is to see Dyfed-Powys Police return to a leading force in England and Wales.

A handwritten signature in black ink, appearing to read 'Dafydd Llywelyn'.

**Dafydd Llywelyn  
Dyfed-Powys Police and  
Crime Commissioner**

## About this Plan

**This Police and Crime Plan sets out my priorities and details how progress will be measured. In summary, my priorities are:**

- ✦ Keeping our communities safe;
- ✦ Safeguarding the vulnerable;
- ✦ Protecting our communities from serious threats; and
- ✦ Connecting with communities.

**Supporting the Police and Crime Plan priorities are a number of key delivery principles:**

- ✦ Supporting victims;
- ✦ Public engagement;
- ✦ Working together;
- ✦ Strong leadership; and
- ✦ Delivering value for money.



### Our Vision

Safeguarding our communities together.

### Our mission

Working together to provide a first class service that is visible and accessible, ensuring that our communities remain safe. We will be there when the public need us and we will act with fairness and respect in all that we do.

### Our values

Accountability, integrity, openness, fairness, leadership, respect, honesty, objectivity, selflessness.

The Police and Crime Plan reflects the key opportunities, risks and challenges to policing on a national, regional and local basis.

Supporting this Police and Crime Plan is a Delivery Plan that sets out how policing is delivered against the Police and Crime Plan priorities. The Delivery Plan includes measures that will enable me to monitor performance. Objectives within the Delivery Plan are prioritised on a short, medium and long-term basis.

The Police and Crime Plan (from here on in referred to as 'the Plan') sets out the resources available to the Chief Constable to deliver operational policing and describes my intention to align the commissioning budget with the key themes and strategic priorities contained within the Plan.

The Plan covers my term of office but will be reviewed annually to ensure that your police service remains responsive to emerging threats and issues.

## How this Plan was developed

**My priorities are based on my personal, professional and practical knowledge and have been shaped by the public and local stakeholders. They also complement regional and national priorities.**

I am committed to meeting as many people as possible to ensure that I understand the issues that are important to you. To date, I have achieved this by consulting widely to collect the views of the public, private sector, police staff and officers and their representative groups.

I have also consulted with community safety and criminal justice partners to ensure that I fully understand their priorities and have worked closely with the Chief Constable and Police and Crime Panel in the development of my Plan.

This Plan has been informed by a range of evidence including:

- ✦ The Dyfed-Powys Police Strategic Assessment and Control Strategy;
- ✦ Community Safety Partnership priorities;
- ✦ Welsh Government Well-being of Future Generations (Wales) Act 2015;
- ✦ Public Service Board priorities;
- ✦ The National Strategic Assessment and Strategic Policing Requirement; and
- ✦ Her Majesty's Inspectorate of Constabulary (HMIC) Police Effectiveness, Efficiency and Legitimacy (PEEL) inspections.

In November 2016, Police Chiefs and Police and Crime Commissioners launched their vision for policing over the next ten years. 'Policing Vision 2025' focuses on the transformation of policing and the use of resources to address the opportunities and challenges that face policing in the future. 'Policing Vision 2025' sets out five priorities:

- ✦ Local policing remaining the foundation of British policing but with far more integration with other agencies and a focus on early intervention;
- ✦ Specialist capabilities will be delivered through a network, making them more affordable;
- ✦ Police officers will be trained to respond to the increase in online criminal activity and the public will have the option to report a crime online;
- ✦ To provide the workforce with the skills and powers they need to meet the future challenges and make policing more representative of its communities; and
- ✦ To consolidate business support functions, such as IT and Human Resources with other forces or partners.

I will review my Plan annually to ensure that it remains fit for purpose in delivering the reforms set out in 'Policing Vision 2025'.

**Did you know....**in an average week in 2016 Dyfed-Powys Police received 821 '999' calls.

## Roles and responsibilities

### **Police and Crime Commissioners have a number of statutory duties including to:**

- ✦ 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;
- ✦ Appoint, and if necessary, dismiss the Chief Constable;
- ✦ Deal with complaints and other disciplinary matters regarding the Chief Constable;
- ✦ Set the annual police precept and police budget;
- ✦ Publish a Police and Crime Plan and an Annual Report; and
- ✦ 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 and staff.

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

#### The Panel will:

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

## Delivery principles

**My Plan will be underpinned by a number of key delivery principles.**

### Supporting victims

Crime and anti-social behaviour can have devastating consequences for victims. I want to improve the victim's experience and will commission victim services to ensure they receive support to cope and recover from the impact of crime.

It is imperative that victims of crime know what information and support is available to them. The Victims' Code of Practice sets out the services that victims of crime can expect to receive and the minimum standards that services must meet. Both the Chief Constable and I want to ensure that victims are supported and have easy access to information on the range of victim services available.

I will work closely with other organisations through the Criminal Justice Board to:

- ✦ Develop a more effective and responsive Criminal Justice System and secure the best possible service and outcomes for victims;
- ✦ Bring offenders to justice and address underlying causes to prevent future offending; and
- ✦ Explore restorative justice approaches as an alternative to custodial sentences and formal sanctions.

**You said....work with local and national partners to keep people and communities safe.**

A Restorative Justice (RJ) intervention is any process in which the victim and the offender collectively resolve how to deal with the aftermath of an offence. RJ enables victims to talk about the impact that a crime has had on their lives and to gain an understanding into what happened. RJ provides alternative ways to deal with a victim's feelings in a comforting manner that suits them. Participation in RJ is voluntary.

During 2017, the Chief Constable and I intend to further develop Restorative Justice practices, building on current good practice.

### Public engagement

As your representative, I will engage with local communities to ensure that my decisions are based on a sound understanding of the issues that affect and matter to them. My engagement team will act as my advocates, providing the link that enables me to understand, listen and respond to local need.

I will undertake a number of activities to facilitate open communication with the public, partners and stakeholders. I want the public to collaborate with me on local policing and criminal justice issues so that we approach and solve problems together.

I will ensure the decisions I make that significantly impact on communities are open and transparent. Communities will be offered the opportunity to inform key decisions.

I want the public to have trust and confidence in the police and will work with the Chief Constable to develop communication activities that increase the opportunity for the public and police to connect with each other.

### Working together

Whilst the police play a key role, keeping our communities safe cannot be achieved by one agency alone. Partners must work collaboratively to prevent crime, reduce reoffending and safeguard our communities.

Both my Office and Dyfed-Powys Police have well-established partnership arrangements in place. I want to strengthen our links with partners and will continue to actively engage with Public Service Boards to develop preventative and early intervention approaches that support safer and more cohesive communities.

I will continue to work with the police and partners to understand current and future demand and to develop opportunities for collaborative working on issues that have an impact on many public services, such as substance misuse, anti-social behaviour and mental health.

In addition to local priorities, there are some threats and areas of policing that require a national or aggregated response across police forces. I will work with regional and national partners and the Chief Constable to ensure that Dyfed-Powys Police has the capacity and capability to protect the public from serious harm and that the specialist skills required to respond to serious incidents both at a local and national level are in place.

**Did you know....**in an average week in 2016 Dyfed-Powys Police recorded 437 crimes.

**The Chief Constable and I have agreed how we will minimise the impact that our organisations have on the environment.**

#### Key objectives include to:

- Reduce our usage of energy and water and develop opportunities to use energy generated from renewable sources;
- Be proactive in identifying renewable technologies that will reduce our carbon footprint;
- Work with suppliers to encourage sustainability improvements through the supply chain;
- Reduce waste and explore and encourage opportunities for recycling; and
- Minimise fuel consumption, reduce business travel and encourage alternatives to using a car.

**Did you know....**almost 25% of all calls for service to Dyfed-Powys Police relate to concerns for a person's welfare and safety? Crime only accounts for approximately 12% of all Dyfed-Powys Police calls for service. 11% of call for police assistance relate to anti-social behaviour and 16% to road traffic incidents and disruption.

**The Well-being of Future Generations (Wales) Act 2015 directs public bodies to think more about the long-term, to work better with people and each other, to look to prevent problems and take a more joined up approach to create a Wales that we all want to live in, now and in the future.**

The seven well-being goals are:

- ✦ A prosperous Wales
- ✦ A resilient Wales
- ✦ A healthier Wales
- ✦ A Wales of cohesive communities
- ✦ A more equal Wales
- ✦ A globally responsible Wales
- ✦ A Wales of vibrant culture and thriving Welsh language

The key principles underpinning the Act are:

- ✦ Long-term planning
- ✦ Prevention
- ✦ Integration
- ✦ Collaboration
- ✦ Involvement

I am fully committed to these principles and will take into account the impact my decisions may have on people living their lives in Wales and their impact on future generations. Prevention activities can for, example, take years or generations to bear fruit and I am confident that implementing my priorities will impact positively on the future.

### Strong leadership

To achieve my priorities, I need to look inwardly to the organisation to ensure that it is fit for purpose and in a strong position to achieve our shared vision, mission and values. Whilst I am confident that the people who serve our communities are able to deliver my strategic aims with professionalism and integrity, I do believe that further work is needed to support the workforce. During my term of office, the Chief Constable and I will focus on the strategic development of Dyfed-Powys Police, making clear our vision and expectations to officers and staff. We will:

- ✦ Foster a leadership approach across all levels of the organisation, developing a culture where staff feel motivated, engaged and empowered to make a difference;
- ✦ Support the development of policing as a profession by investing in our staff to develop their skills, experience and abilities;
- ✦ Identify and develop talent to ensure that the right people are in the right posts at the right time;
- ✦ Promote the Code of Ethics framework and ensure that standards of conduct are embedded into Force policy and practice; and
- ✦ Champion a positive culture across the organisation to ensure the delivery of the objectives contained in our Strategic Equality Plans, in particular that staff and officers act with fairness and impartiality and do not discriminate in any way.

### Delivering value for money

Every police force is facing financial challenges, attributable not only to funding pressures but also the changing nature of demand on policing services.

With advancements in technology, policing now faces the challenge of dealing with more complex crimes such as cyber-crime, online fraud and child sexual exploitation. Emerging threats from terrorism and radicalisation require a much bigger resource commitment at a national and regional level. More time is being spent protecting our most vulnerable such as those suffering from mental ill health, missing persons and those at risk of abuse.

I will explore opportunities to work in collaboration with other police forces and partners to enhance the capacity and capability of policing so that operational resilience is maximised. I will ensure that new initiatives and projects are closely monitored and reviewed so that we can assure ourselves that they are delivering their intended outcomes in a timely and cost-effective manner.

Dyfed-Powys Police has already started to significantly invest in technology to improve efficiency and modernise our services. I will work with the Chief Constable to maximise the use of technology to further improve efficiency and provide more responsive services to the public.

In January 2017 I held the first meeting of my Research Board. The role of the Research Board is to oversee a programme of research to complement and evaluate developments across the Dyfed-Powys Police area.

Research helps us to understand whether our policing activities are effective and efficient and can assist us to identify areas where we can improve our services, through an evidenced-based approach. I will promote the sharing of good practice across the Force and use research to enhance our decision-making.

**Did you know....**in an average week in 2016 Dyfed-Powys Police received 537 public safety and welfare calls.

## The local area and the people we serve

The area served by Dyfed-Powys Police is geographically the largest police force area in England and Wales covering 52% of the landmass of Wales.

### ★ Our area

The area is predominately rural, with a few localised areas of dense urban population. The area served by Dyfed-Powys Police has a vibrant tourist industry with summer drawing large numbers of tourists to our many miles of picturesque coastline and beautiful landscape.

### What does this mean for Dyfed-Powys Police?

The area faces some unique challenges associated with two significant sea ports and major energy installations at Milford Haven.

The long stretch of coastline, large mountainous areas and the many remote rural communities present challenges in narrowing down potential criminal pathways.

The increase in population in tourist destinations brings its own implications for crime, anti-social behaviour and roads policing.

**Did you know....**it takes approximately 3¼ hours to travel 131 miles by car from Milford Haven to Welshpool? This is only 15 minutes less travel time from Llanelli to London, a distance of 200 miles! The most direct route travelling by rail from Milford Haven to Welshpool takes just under 6 hours.



**Did you know....**the area served by Dyfed-Powys Police has over 1 million hectares of agricultural land? That's just over 4 thousand square miles of agricultural land, equating to 96% of the total land mass.

[www.gov.uk](http://www.gov.uk)

**Did you know....**in an average week in 2016 Dyfed-Powys Police received 58 reports of missing people.

### ★ Our population

According to the last Census data (2011), the resident population of the four counties served by Dyfed-Powys Police was 515,114.

The population is predominantly white British. Black and minority ethnic (BME) groups make up just over 2% of the population.

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

### What does this mean for Dyfed-Powys Police?

An ageing population presents specific demands for policing, particularly in terms of the threat of cyber-crime and fraud to vulnerable adults. Long-term planning is critical to ensure that local policing services are fit for an ageing population and that staff and officers have the appropriate knowledge and resources required to support our ageing population.

Our dispersed rural population may experience barriers to the access and use of policing services. Dyfed-Powys Police must ensure that services and information are accessible to all groups within our communities and that they receive the appropriate level of service when they do access them.

#### ✦ Our language

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

### What does this mean for Dyfed-Powys Police?

The Welsh Language is a cornerstone of both the Police and Crime Commissioner's Office and the Force's ethos in representing a Welsh-speaking heartland.

The Chief Constable has made a personal commitment to learn the Welsh language. I will work closely with him to encourage non-Welsh speaking officers and staff to learn the language, particularly in areas such as Ceredigion and Carmarthenshire where a high proportion of communities speak Welsh.

**Did you know....**the Welsh word for 'police officer', 'Heddwasi', means 'servant of the peace'.

To support us in promoting the Welsh language, the Chief Constable and I are fully embracing the changes required of us through the Welsh Language (Wales) Measure 2011. This legislation provides guidance on how we can ensure that we do not treat the Welsh language less favourably than the English language and how we actively promote and facilitate the use of the Welsh language.

I will work with the Chief Constable to develop a clear understanding of the full linguistic skills, including languages such as Polish, within Dyfed-Powys Police in order to improve and impact on our services to the public.



## Priority 1: Keeping our communities safe

During the last few years, recorded crime figures have shown that Dyfed-Powys Police have the lowest number of recorded crimes per head of population of all police forces in England and Wales.

As well as prioritising the prevention of crime and anti-social behaviour, I will focus on the safety of our roads, targeting reckless drivers and protecting road users.

Low level crime and anti-social behaviour (ASB) cause nuisance and harm to communities. Preventative approaches to reducing and deterring crime and ASB are preferable to dealing with their harmful effects.

Together with the police and partners, I will:

- ✦ Commission and promote a range of crime prevention projects, reinvest in an appropriate CCTV infrastructure and provide an effective, co-ordinated and timely response to ASB;
- ✦ Promote collaborative problem-solving approaches to tackling crime, ASB and other preventable demand;
- ✦ Break the cycle of reoffending and address the behaviours of serious and prolific offenders through the delivery of offender management programmes for both adults and young people;
- ✦ Reduce the impact and harm caused to communities through substance misuse by commissioning services to support individuals to become less dependent on substances;
- ✦ Develop a joint response to alcohol related crime and promote a safer night-time economy;
- ✦ Better understand rural and wildlife crime, the impact of this on rural communities and how we can work together to protect our natural environment;

I want victims to feel confident that when they report a crime they will be listened to and believed. All crime and incidents should be recorded accurately and at the point of reporting. I want Dyfed-Powys Police to work with victims to reduce the number of non-reported crimes, particularly those that can have a devastating effect on the vulnerable, such as domestic abuse, hate crime and sexual offences. I am prepared to see a short-term increase in recorded crime volumes whilst Dyfed-Powys Police work to improve compliance with national standards and work with victims to encourage the reporting of crime.

- ✦ Develop and engage with community 'Watch' schemes to help reduce crime and create safer, stronger communities;
- ✦ Make best use of our frontline resources to proactively tackle and deal with crime and incidents;
- ✦ Consider opportunities to reduce the fear of crime and ASB, particularly amongst the vulnerable and to provide information to the public on how to prevent themselves from becoming a victim;
- ✦ Improve public confidence in Dyfed-Powys Police; and

## Priority 1: Keeping our communities safe

- ✦ Work with schools, colleges and youth organisations to prevent offending behaviour and victimisation and to promote positive citizenship amongst children and young people.

There are far too many people killed or seriously injured on our roads.

I want to work with partners to:

- ✦ Promote road safety activities and campaigns to address the five main causes of fatal road traffic collisions; speeding, alcohol, drugs, using a mobile phone and not wearing a seatbelt;
- ✦ Fund road safety schemes that address behaviour and attitudes amongst drivers;
- ✦ Engage with road user groups to help raise awareness on road safety issues and encourage communities to participate in road safety initiatives;
- ✦ Work with the Welsh Government and partners to ensure that all types of road users, including cyclists, equestrian road users and pedestrians are safe on our roads; and
- ✦ Monitor demand, response times and complaints to ensure that the Roads Policing Unit is adequately resourced and officers are effectively deployed across the Force.

**Did you know....**in an average week in 2016 Dyfed-Powys Police attended 77 road traffic collisions.



**You said....**protect our roads from anti-social and dangerous driving.

**Did you know....**the road network served by Dyfed-Powys Police consists of over 8,500 miles of road with over 7,500 miles of this classed as 'minor' roads. Only 3 miles of the road network is motorway.

[www.gov.uk](http://www.gov.uk)

## Priority 2: Safeguarding the vulnerable

Everyone deserves to live safely, free from harm and abuse regardless of their age, ethnicity, disability, health, gender, sexual orientation, gender reassignment, religion and belief, marriage and civil partnership and pregnancy and maternity. The most vulnerable people in society are particularly at risk of becoming victims of crime and anti-social behaviour.

Safeguarding vulnerable people is a complex area and requires a multi-agency approach. I will work with partner organisations through the Public Service Boards to safeguard children and young people, families and vulnerable adults, focusing on prevention and early intervention initiatives.

**You said....**protect vulnerable people and victims of crime.

I welcome the opportunity to work with key stakeholders and the Chief Constable to:

- ✦ Identify those who are at risk of victimisation or repeat victimisation, and those who are at risk of offending, through better information sharing between agencies;
- ✦ Encourage the reporting of hate crime and hate incidents and work with organisations that deliver support services for victims of hate crime;
- ✦ Increase awareness of fraud and cyber-crime amongst the younger generation and older people, including how to protect themselves from becoming a victim; and
- ✦ Enhance the skills and experience of police officers and staff so they can identify and deal with vulnerability appropriately.

**Did you know....** in an average week in 2016 Dyfed-Powys Police recorded 90 domestic abuse incidents.

Dyfed-Powys Police has experienced an increase in the levels of recorded domestic abuse incidents and violent crime in recent years.

I want to improve the response to domestic abuse and gender-based violence including physical, sexual and psychological violence and will work with partners to:

- ✦ Commission victim support services that offer emotional and practical help to victims of domestic and sexual abuse to help them cope and recover from their experience and to support them to achieve the best possible outcome through the criminal justice system;
- ✦ Continue to invest in services that support, reduce the risk and improve the safety of those experiencing domestic abuse;
- ✦ Understand the nature and scale of domestic abuse within different communities and age groups, including a focus on safeguarding older people from domestic abuse; and
- ✦ Explore prevention programmes for perpetrators of domestic abuse to help them to change their attitudes and behaviour and to develop positive, non-abusive relationships.

## Priority 2: Safeguarding the vulnerable

**Did you know....** 13% of people in Wales, over the age of 16, report that they are being treated for mental illness.

Welsh Health Survey, 2015

Perceptions about crime and the fear of crime can significantly impact on a person's behaviour and their mental health, making them even more vulnerable to becoming victims of crime.

To support both victims and offenders with mental ill health I will:

- ✦ Work with partners to improve our understanding of the demands associated with mental ill health and to develop a more cohesive response to mental ill health related incidents;
- ✦ Advocate a reasonable and proportionate response by front-line staff when dealing with people experiencing mental ill health;
- ✦ engage and work with people with lived experience of mental ill health to improve our understanding of the issues they face; and
- ✦ Support the Chief Constable to ensure that people suffering from mental ill health are treated in a health facility and not detained in custody.

**Did you know....**the Chief Constable of Dyfed-Powys Police is the policing lead for Mental Health across England and Wales.

A number of high profile cases of sexual abuse and child sexual exploitation in recent years have led to a significant rise in the number of reported sexual offences, both nationally and locally.

My priorities are to:

- ✦ Explore options for multi-agency initiatives to prevent and protect young people from exploitation and abuse, with a focus on early intervention initiatives to limit the damage caused by adverse childhood experiences;
- ✦ Improve the response to those at risk of child sexual exploitation through the identification and targeting of perpetrators; and
- ✦ Continue to commission services to support children and young people who have been reported as missing, improving their understanding of the risks of being missing, and the possible motivations of others involved.

**You said.....**educate children to avoid them becoming both a victim and a perpetrator of crime.

## Priority 2: Safeguarding the vulnerable

I am passionate about building a strong relationship with young people.

I want to better understand the risk factors that lead young people to crime and disorder and help them to make positive choices in life.

During 2017, I intend to work with key partners to:

- ★ Focus on targeted prevention programmes that reduce the risk of young people offending or becoming a victim of crime;
- ★ Make funds available to support youth diversionary projects that engage and support young people to take part in community activities;
- ★ Reduce the number of young people entering the Criminal Justice System;
- ★ better understand offender and victim profiles and those young people at risk within our communities;
- ★ Ensure that children are not unnecessarily detained in police custody;
- ★ Develop opportunities for young people to get involved and have their say about policing and crime in the communities they live in; and
- ★ Enable young people to influence and challenge decision-making.



## Priority 3: Protecting our communities from serious threats



Whilst Dyfed-Powys Police is responsible for tackling local threats, national threats such as terrorism and organised crime require a coordinated and joint response across two or more forces. The Strategic Policing Requirement (SPR) requires the Chief Constable and the Police and Crime Commissioner to ensure that we fulfil our responsibilities in respect of national threats. I have a duty to consider the SPR in the development of my Police and Crime Plan.

I will work with the Chief Constable, other forces, partners and regional and national agencies to respond to the threats posed from terrorism and serious and organised crime through the effective implementation of the UK's counter-terrorism measures: pursue, protect, prevent and prepare.

I will support the Chief Constable to:

- ✦ Facilitate improved information sharing and co-ordination between forces and agencies nationally regarding crimes that are not geographically restricted;
- ✦ Develop capabilities within the Force, and work collaboratively with other forces and the region to build operational resilience and ensure that Dyfed-Powys gets maximum operational benefit from collaboration arrangements;
- ✦ Create an inhospitable environment for serious and organised crime groups to operate; and
- ✦ Support victims of the most serious crime to cope with and recover from their experience.

**You said.....**tackle drug problems including the cultivation, dealing and trafficking of drugs.

Serious and organised crime is a national threat.

I will support the Chief Constable to:

- ✦ Work with communities to understand emerging threats, such as human trafficking, modern slavery, online child sexual exploitation, honour-based violence, forced marriage and female genital mutilation;
- ✦ Promote campaigns that tackle online child sexual abuse and work with partners to identify offenders and victims and take prompt action to prevent further harm;
- ✦ Develop a greater understanding and awareness amongst staff and communities of new crimes so that the signs of abuse can be recognised;
- ✦ Educate young people on the dangers of using substances, including the potential links to organised crime activity that might lead them to a lifestyle of exploitation; and
- ✦ Identify and dismantle the threat posed by organised crime groups and work with others to disrupt organised crime activity, in particular the trafficking and supply of Class A drugs.

## Priority 3: Protecting our communities from serious threats

Dyfed-Powys Police work closely with other Welsh forces through a regional counter terrorism unit to address the threat from violent extremism.

To support the work in this area, I will:

- ✦ Work with communities and organisations to identify and engage with individuals who may be vulnerable to exploitation by extremist groups;
- ✦ Support the Chief Constable to retain a high level of specialist policing to protect our infrastructure including the security of our energy facilities, ports and natural resources;
- ✦ Consider the implications of the United Kingdom's departure from the European Union on policing and national security; and
- ✦ Work with the Chief Constable on a counter-terrorism response plan for Dyfed-Powys Police buildings and staff through improved security and staff training.

Police forces are required to have a plan in place to ensure that it can perform its functions in the event of an emergency.

I will support the Chief Constable to continue to work with partners through the Local Resilience Forum to ensure a multi-agency approach to emergency planning and that we make best use of our combined resources in response to an emergency.

**Did you know....**in Wales, 99% of young people age 18-24 and 29% of older people age 75+ use the internet. Welsh Government

Dyfed-Powys is a very safe and secure place to live. Improved connectivity can benefit rural communities greatly but this does not come without consequences. There is a growing trend of criminals taking advantage of the trusting nature of people through the internet.

I will work with the Chief Constable to:

- ✦ Support investment in the Dyfed-Powys Police Digital Communications and Cyber-Crime Department;
- ✦ Raise awareness of cyber-crime through the provision of specialist training to officers and staff and the promotion of community cyber-crime champions; and
- ✦ Work with partners to educate people on how to protect themselves from cyber-crime and where to go if they become a victim, with a particular focus on the most vulnerable.



## Priority 4: Connecting with communities

One of the top priorities identified through consultation with the public, community groups and other stakeholders is the desire for a visible and accessible police service.

Dyfed-Powys Police serves a vast geographical area with a relatively small and dispersed population, which presents a specific challenge for the delivery of policing services. Some of our communities are very isolated and can live miles from a police station.

Policing in our communities has to be accessible. I will establish positive relationships with communities to increase, and maintain trust in Dyfed-Powys Police so that the public willingly cooperate with the police in upholding the law.

My priorities are to:

- ✦ Improve our understanding of communities so that we can respond appropriately to how specific communities and community groups want to engage;
- ✦ Encourage proactive face-to-face interaction between the police and the public. I want to see local policing officers and Police Community Support Officers policing on foot and using opportunities within the community to interact and engage;
- ✦ Encourage a targeted, community-based problem-solving approach that allows a local justice response in line with the victim's wishes;
- ✦ Maintain and strengthen our Special Constable and Volunteer pool;
- ✦ Enhance our capabilities for tackling more complex crimes by developing specialist skills and knowledge through links with businesses, academia and by exploring apprenticeship opportunities;

**You said....**local policing should be about getting out and about, walking around and interacting with people.

- ✦ Ensure that all members of our communities, including diverse groups, are provided with an opportunity to engage through a variety of means;
- ✦ Ensure that the public receive an accessible and responsive service;
- ✦ Explore the development of new digital opportunities for the public to access policing services when and how they need and want to; and
- ✦ Deliver a professional response to handling both compliments and complaints that is widely accessible and transparent and that delivers swift resolutions.



## Priority 4: Connecting with communities

I am responsible for the Dyfed-Powys Police estate and am part-way through implementing an estates programme for our land and buildings, with the aim of providing a cost effective and operationally relevant estate that supports and complements the services we provide to the community.

The main focus over the coming two years will be to:

- ✦ Refurbish properties to bring them back in line with full operational effectiveness;
- ✦ Sell vacant and redundant properties;
- ✦ Acquire land and build a Carmarthenshire Custody Suite;

- ✦ Consolidate and collaborate with Public Service Board members and partners; and
- ✦ Agree the future of buildings that might require future major investment.

I am committed to modernising the estate during my time as Police and Crime Commissioner and look forward to working with the Chief Constable to explore innovative ideas that support both the operational needs of the Force and the needs of our communities.



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POLICE AND CRIME  
COMMISSIONER



## How I will monitor progress

The role of the Police and Crime Commissioner is to be the voice of the people and to hold the Chief Constable to account, providing assurance to the public that their needs are being met as effectively as possible.

The Police and Crime Plan is supported by a Delivery Plan that sets out how Dyfed-Powys Police and partners deliver policing against the Plan priorities. The Delivery Plan articulates the intended delivery outcomes and is accompanied by a set of indicators that enables me to monitor performance against the Plan.

I will monitor performance against the Delivery Plan through a robust governance framework, focusing on the most significant issues of risk.

Dyfed-Powys Police will produce quarterly performance reports that report against my priority areas.

I will also seek assurance through scrutiny activity which will take various forms, including representation at Force meetings, information gathering, scrutiny panels and volunteer schemes and scrutiny reviews.

I will consult with the public on operational matters by engaging directly with communities through my 'Your Voice Days'.

I expect commissioned services to deliver and demonstrate clearly defined outcomes and I will monitor progress for each commissioned service against their contract.

Our work with partners to improve the social, economic, environmental and cultural well-being of Wales through the Well-Being of Future Generations Act 2015 will enable us to measure our success through the joint objectives set out in Local Well-being Plans.

Independent scrutiny is provided through the Joint Audit Committee and Her Majesty's Inspectorate of Constabulary (HMIC).

The Joint Audit Committee provides independent assurance on the adequacy and effectiveness of our internal controls and offers independent advice and recommendations to both myself and the Chief Constable.

HMIC independently assesses police forces and policing activity, asking the questions that the public might ask. HMIC provides information that allows the public to compare the performance of their force against others. Their evidence is used to drive improvements in policing services.

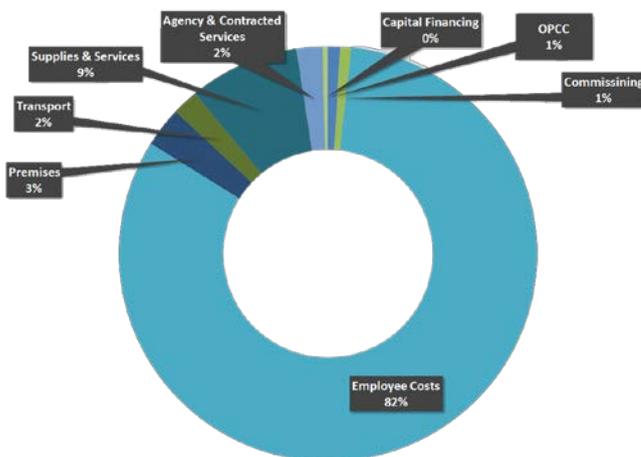
I will publish regular performance information on my website that will evidence progress against my Plan. This will be clearly linked to the Delivery Plan.



## It is my responsibility to set an appropriate budget that will enable me to achieve my priorities.

The majority of the budget is spent on people – police officers, Police Community Support Officers and staff.

The pie chart below shows the proposed expenditure for 2017/18.



Approximately half our funding is received from central government and the remainder is raised locally through the collection of a council tax police precept. It is my responsibility to set the precept.

Over recent years, the proportion of central funding has decreased so that currently funding is split equally between central and locally raised taxes.

The Home Office is considering a review of the police funding formula. The outcome of this review could have a significant impact on the financial future of Dyfed-Powys Police. I have been actively engaging with cross-party representatives in our area to lobby the current Policing Minister to ensure a fair settlement for Dyfed-Powys Police.

## Medium term financial plan

My medium term financial plan assumes a precept rise of 6.9% in 2017/18, with 5% rises in subsequent years. It also assumes that the size of the police fund will decrease annually by 1.4% along with a further £5m reduction in funding as a result of the funding formula review.

In addition to setting the budget, it is essential to ensure that assets are managed appropriately and are well maintained as they play a vital role in the delivery of efficient police services. The capital programme contains some much needed investment in the estate along with further investment in technology over the coming years.

Much of the capital programme is due to be financed from reserves. Reserves will reduce over the next four years.

	2017/18	2018/19	2019/20	2020/21
<b>Costs</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>OPCC incl</b>	1.977	2.003	2.028	2.060
<b>Commissioning</b>				
<b>Chief Constable</b>	94.639	95.518	96.330	98.026
<b>Total</b>	<b>96.616</b>	<b>97.521</b>	<b>98.358</b>	<b>100.086</b>
<b>Funding</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Central Grants</b>	49.313	46.122	42.977	42.375
<b>Council Tax Precept</b>	47.303	50.015	52.884	55.917
<b>Total</b>	<b>96.616</b>	<b>96.137</b>	<b>95.861</b>	<b>98.292</b>
<b>Change against prior year (£m)</b>	<b>+3.274</b>	<b>-0.479</b>	<b>-0.276</b>	<b>+2.431</b>
<b>% Change</b>	<b>3.5%</b>	<b>-0.5%</b>	<b>-0.3%</b>	<b>2.5%</b>

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### **My Commissioning Framework sets out my approach to commissioning services and outcomes for our communities.**

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

My focus will be to:

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

In 2017/18, £793,000 has been set aside to commission services that will support the delivery of my priorities.

The Ministry of Justice has provided additional funding of £604,715 to support me to commission services in relation to victim services and restorative justice.

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.

[www.dyfedpowys-pcc.org.uk](http://www.dyfedpowys-pcc.org.uk)

### **Adverse childhood experiences**

Stressful events occurring in childhood such as being a victim of neglect and child abuse or growing up in a household in which there are adults experiencing alcohol and drug misuse problems, mental health conditions, domestic violence or criminal behaviour.

### **Code of Ethics**

A document that sets out the principles and standards of behaviour that will promote, reinforce and support the highest standards from everyone who works in policing in England and Wales.

### **Commissioned services**

Police and Crime Commissioners can award grants to any organisation or body to support them to deliver their police and crime priorities.

### **Commissioning Framework**

Sets out the key principles and approach to commissioning including management, monitoring and financial arrangements.

### **Community Safety Partnership**

Local organisations that work together to reduce crime and disorder, fear of crime and substance misuse in the local area.

### **Control Strategy**

A framework for the tasking of operational resources to priorities, informed by the Strategic Assessment.

### **Criminal Justice Board**

A multi-agency board of Criminal Justice partners that agree and monitor the strategic priorities for local criminal justice services. The Dyfed-Powys Police and Crime Commissioner chairs the Dyfed-Powys Criminal Justice Board and attends the All Wales Criminal Justice Board.

### **Criminal Justice Partners**

Agencies that work together in the Criminal Justice System including the police, Crown Prosecution Service, courts, prisons and the National Probation Service.

### **Criminal Justice System**

The Criminal Justice System involves many agencies working together to ensure that our country is a safe place to live.

### **Her Majesty's Inspectorate of Constabulary**

An independent assessor of police forces and policing across England and Wales.

### **Home Office**

The government department responsible for immigration, counter-terrorism, police, drugs policy, and related science and research.

### **Local Resilience Forum**

A multi-agency partnership made up of representatives from local public services, including the emergency services, local authorities, the NHS, Natural Resources Wales and others that plan and prepare for localised incidents and catastrophic emergencies.

### **Ministry of Justice**

A ministerial department that works to protect the public and reduce reoffending, and to provide a more effective, transparent and responsive Criminal Justice System for victims and the public.

### **National Strategic Assessment**

A comprehensive picture of the risk posed to the UK and its interests by serious and organised crime.

### **Police Effectiveness, Efficiency and Legitimacy (PEEL)**

A HMIC programme that draws together evidence from its annual force inspections. The evidence is used to assess the effectiveness, efficiency and legitimacy of the police.

### **Public Service Board**

A statutory multi-agency board that aims to improve the economic, social, environmental and cultural well-being in its area by strengthening joint working across all public services in Wales.

### **Strategic Assessment**

An overview of the current and long-term issues affecting, or likely to affect, a police force, based on the analysis of a wide range of information sources and political, economic, social, technological and environmental issues that influence many policing areas.

### **Strategic Policing Requirement**

A strategic plan published by the Home Office that sets out a broad range of national threats. These threats require a commitment from police forces and other agencies to work collectively in providing a suitable response.

### **Victims' Code of Practice**

A government document that sets out the services that must be provided to victims of crime by organisations in England and Wales.

### **Well-being of Future Generations Act (Wales) 2015**

A Welsh Government Act that mandates public bodies to think more about the long-term; to work better with people and communities and each other; to look to prevent problems and take a more joined-up approach.

### **Welsh Government**

The devolved Government for Wales with responsibility for health, education, language and culture and public services. Policing is not devolved to the Welsh Government.

The first part of the document discusses the importance of maintaining accurate records of all transactions. This includes not only sales and purchases but also any other financial activities that may occur. It is essential to ensure that all entries are properly documented and supported by appropriate evidence.

In addition, the document emphasizes the need for regular reconciliation of accounts. This process involves comparing the company's internal records with the bank statements to identify any discrepancies. By doing so, the company can ensure that its financial statements are accurate and reliable.

Furthermore, the document highlights the significance of maintaining up-to-date financial statements. These statements provide a clear and concise overview of the company's financial performance over a specific period. They are essential for making informed decisions and for communicating the company's financial health to stakeholders.

Finally, the document stresses the importance of seeking professional advice when needed. This may include consulting with an accountant or a financial advisor to ensure that the company is following best practices and complying with all relevant regulations.



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