



**11<sup>th</sup> January 2024**

**Police and Crime Commissioner for Dyfed-Powys response to  
Police Effectiveness, Efficiency and Legitimacy (PEEL) 2023-25:  
An inspection of Dyfed-Powys Police**

In response to Dyfed-Powys Police's last PEEL inspection (2022), I stated I was reassured that the Force was moving in the right direction under the then new leadership of Chief Constable Dr Richard Lewis. It was therefore disappointing to see some of the less favourable feedback within this most recent inspection report. Of particular concern to me was the challenges highlighted within the vulnerability area, given that this incorporates one of the Chief Constable's priorities. It is clear from my oversight that the requirement to improve is a result not of a lack of action or effort by those leading and working in the business area, but of insufficient support, focus and resourcing by the organisation at large. I am however reassured that significant steps have been and continue to be taken towards redressing this since the inspection fieldwork period.

I was encouraged by the identification of promising practice relating to the Force's use of data to manage and understand its finances. This is becoming increasingly vital - whilst the report suggests the Force is in a healthy financial position, the ongoing challenges to ensure this endures cannot be underestimated.

Since the publication of the inspection report, I have received a comprehensive update from the Chief Constable detailing the work being undertaken to address each of the areas for improvement identified by His Majesty's Inspectorate.

***1. The Force needs to improve its recording of reasonable grounds for stop and search and make sure officers understand the Force's approach to improving performance***

I have been informed that the Force has improved its training on stop and search as well as reinforced its internal scrutiny of stop and search records. The Force ensures that review details are captured and considered at the internal Ethical Use of Police Powers group. Where a lack of grounds is recorded, feedback is provided directly to the submitting officer. An escalation process is also in place should officers continue to conduct searches with insufficient grounds recorded.

My office continues to oversee the use of stop and search through attendance the Ethical Use of Police Powers group, independent dip-sampling conducted by my volunteer Quality Assurance Panel and data analysis by my staff. I also personally discuss the matter directly with the Chief Constable.



***2. The Force should develop an independent use of force external scrutiny panel***

My office has in the past undertaken a number of scrutiny exercises relating to the use of force, including a deep dive review and dip-sampling. Over the years, my Quality Assurance Panel has, positively, been increasingly called upon to review a broader range of police-public interactions. As such, my office has needed to take a risk-based approach to scheduling to ensure the focus is placed on areas of the greatest concern and where feedback can be of most influence. Following a number of dip-samples identifying no significant concerns with officer conduct and recurring issues regarding administrative matters, regular dip-sampling of use of force incidents was deprioritised to allow capacity to focus on other matters. The Panel has however conducted a dip-sample in December 2023, the results of which will be published on my website in due course.

I am of the understanding that the Independent Advisory Group also intends to conduct similar dip-sampling of use of force incidents in the near future. This will enhance and complement existing activity, and crucially, bring a more diverse view to scrutiny and oversight.

I have sought assurance from the Chief Constable that learning from external scrutiny is disseminated appropriately throughout the Force. I intend on checking and testing that this is working appropriately in the coming months.

***3. The Force should increase the visibility and accessibility of neighbourhood policing teams and reduce the extent to which they are diverted to other duties***

***and***

***4. The Force needs to improve the way it communicates with local people***

This is something which I have continually championed since my initial election, encouraging the Chief Constable to ensure neighbourhood teams are visible and known by their communities. As such, I facilitated a series of engagement events across the Force area in the Spring of 2023, bringing together local community representatives and neighbourhood teams. In the Chief Constable's response to me regarding this inspection report, it was suggested that there may be some disparity in officers' understanding of what constitutes 'true' abstractions and instances of being diverted to undertake community engagement around critical incidents.

I understand that senior leaders will be re-establishing abstraction data monitoring as the necessary performance tools are re-built following the Force's migration to The Cloud and the Niche records management system.



I am also aware that officers are asked to record community engagement activity on an internal system. In addition, the Chief Constable has recently introduced the reporting of officer time being spent out of station. Whilst this does not indicate what duties are being undertaken, it provides a basic measure to assess the opportunities for officers to be visible and proactive in their communities. I am sighted on this data through my quarterly public Policing Accountability Board meetings. As abstraction data becomes available, I will ask the Chief Constable to detail any adverse impacts on community policing and, where necessary, what action he is taking to address these.

The Chief Constable has reported that a new Force Crime Prevention Strategy will be delivered this month and a Neighbourhood Improvement Plan will be progressed in due course. I also understand the Force will be working on developing a coherent approach to identifying community priorities. My office will work with the Force to ensure the Term 4 Police and Crime Plan is cognisant of these developments and that our organisations work together to appropriately reflect on local community priorities.

***5. The Force needs to reduce the number of non-emergency calls that are abandoned by callers***

***and***

***6. The Force should review the understanding of risk and demand within the control room and the effectiveness of the response to incidents***

The Force Communication Centre (FCC) has established a Force-wide 101 demand reduction task and finish group to enable the FCC to respond to the increasing volume and complexity of incoming calls for service. The Force is also awaiting the implementation of a new customer relations management software which is expected to improve demand management and therefore reduce call abandonment. It is disappointing that the implementation has been repeatedly delayed - I have been informed that the current go-live date is anticipated for May 2024. I will seek an update from the Chief Constable in the coming months to ensure this is in place ahead of the peak demand the Force experiences over the summer period.

Whilst the Communication Centre has a well-developed performance management regime, it is acknowledged that the understanding of demand needs to be developed. The Force is currently consulting on a revised operating model which could see investment in analytical capacity within the Centre, which should address the need for better demand modelling.



**7. Dyfed-Powys Police doesn't consistently achieve appropriate outcomes for victims**

The Chief Constable has assured me that improvement in this area is being driven and scrutinised in a monthly Victim Performance Meeting which is chaired by a Chief Officer. Performance is scrutinised in every aspect of Dyfed-Powys Police's service to victims, following the 6 pillars adopted from the Victim Service Assessment framework. Outcomes are scrutinised with a particular focus on 15 (evidential difficulties), 16 (victim withdraws support), and 18 (investigation complete, no suspect identified).

Work is ongoing through the Force operating model review to establish a central team to record crime at the first point of contact. It is anticipated that this will improve crime recording standards and address over-recording, which has a negative impact on overall outcome rates.

**8. The Force should make sure that a victim contract is completed where appropriate**

My office continues to work with criminal justice partners locally and across Wales to establish a mechanism to review the whole system's compliance with the Code of Practice for Victims of Crime. Part of this compliance includes the completion of the victim contract, an important aspect of ensuring victims have a say in how and when they would like to be kept informed of progress with their case. This is reported to consistently be an area of lower satisfaction among victims in the Dyfed-Powys Police area.

The Chief Constable has reported that the transition to the Niche crime management system has presented some challenges in achieving a consistent approach to recording victim needs and updates. Internal dip-sampling looks to identify issues in these areas, which are then reported to the Force's Victim Performance Meeting for scrutiny and learning.

My office will continue to work with the Force to monitor progress in this in this important area to ensure victims feel supported.

**9. The Force must make sure that all incidents related to domestic abuse are risk assessed appropriately**

It is disappointing that a decision had to be taken to suspend secondary reviews of standard risk assessments as a result of insufficient resourcing being afforded to the Vulnerability Hub. I am pleased that there is now a renewed focus on the Chief Constable's priority to eradicate domestic abuse, stalking and harassment, with the commensurate prioritisation of resources. I have been assured that there is now a timely review of all domestic abuse, stalking and harassment reports.



Funding has also been allocated to re-establish a robotics solution which had been disrupted by the implementation of Niche.

In order to ensure risk assessments are being undertaken appropriately by individual officers, the Force has rolled out training which is expected to conclude in February 2024. I will seek an update from the Chief Constable after this date to seek reassurance on the impact of this training.

**10. *The Force should make sure that all officers, especially those in specialist roles, have appropriate training to carry out their responsibilities***

I have been informed that training programmes for the Secondary Risk Assessment Unit and Domestic Abuse Virtual Response Unit have been compiled. A programme for Domestic Abuse Officers is being compiled for delivery in 2024. My office will monitor the programme rollout through updates received at internal Force meetings throughout the year.

**11. *The Force should improve its governance, performance monitoring and auditing of vulnerability to effectively protect vulnerable people***

The Assistant Chief Constable introduced a weekly Vulnerability Improvement Task and Finish group in the Summer of 2023 to focus on progressing key action plans. A representative from my office attends periodically to keep abreast of developments, as well as discuss ways in which my office can support improvements through dip-sampling and victim engagement.

A comprehensive suite of domestic abuse measures has been submitted for inclusion in a performance dashboard which is due to be completed early this year. In the interim, a data briefing pack is used to monitor a specific set of information. In addition, a new domestic abuse audit regime is being launched. I will ask the Chief Constable to ensure my office is kept updated on the results of these audits as they are reported.

**12. *The Force should make sure it completes risk assessments of registered sex offenders promptly and in line with national best practice***

I have been assured by the Force that they always aim to complete risk assessments in a timely manner and that the cases reviewed by the Inspectorate were when Covid measures were in place. The Force reports that it hosts regular professional development days for offender managers and monitor compliance through a well-embedded audit process.



**13. The Force must effectively balance operational need with supporting the welfare of its officers and staff**

The Chief Constable reports that Local Policing Area commanders include discussions on wellbeing in team away days. The Criminal Investigations Department has designated wellbeing leads and has hosted a series of wellbeing events across the Force area through the autumn with Occupational Health's support. New student officers receive an input from both Occupational Health and the Force's Mental Health Co-ordinator during their induction. In addition, wellbeing is woven through all training courses and within the leadership courses to raise awareness of line manager responsibilities and to the support available for them and their teams.

I have been assured that the Force is also making positive progress against an existing recommendation relating to proactive wellbeing support for personnel in high-stress roles.

A review of the Force Operating Model as part of year two of the Force Review efficiencies programme is being shaped by officer and staff feedback concerning response resourcing levels. My office attends the Force Review Programme Board to maintain oversight of developments. I receive regular updates from People Services through my Policing Board meetings, where I have paid particular attention to the Force's workforce planning. I will be looking to the Chief Constable in due course to detail the impact any changes are expected to have on the workforce. I will also seek reassurance on the Force's ability to continue to deliver the objectives set out in my Police and Crime Plan. My office will ensure that this information is used to inform the Term 4 Police and Crime Plan and future Medium Term Financial Plans.

**14. The Force must make sure supervisors have the necessary training and skills to carry out their role**

The Chief Constable's comprehensive response to the inspection report details that the Force is adopting the College of Policing 5 levels of leadership programmes, with levels 1 and 2 already having been launched. A series of professional development workshops are offered to supervisors, with those in high-risk areas being prioritised. An operational Police Sergeant course is scheduled to be delivered this month to complement promotion board processes. The Force intends to replicate this for Inspectors. I will periodically seek assurance from the Chief Constable about the delivery, engagement and impact of these plans.





**15. The Force must consider its personal development review process to make sure it is effective and valued by officers and staff**

The Force is piloting a new talent/development matching process for individuals seeking developmental evidence for promotion boards. This process matches individual skills development needs with pieces of work identified by Heads of Department. In addition, the Force has piloted and agreed a rollout of using the Development Assessment Profile (DAP) in place of application forms for Police Sergeant promotion processes. The Force intends on exploring how this can be expanded to include police staff vacancies. The Force anticipates that these developments and the Pay Progression Standard use of DAP ratings will improve officer and staff support for the DAP process. I receive updates on DAP completion through regular People Services updates at my Policing Board meetings.

**16. The Force should make sure it has effective governance processes to support its performance framework**

The Chief Constable has provided me with a comprehensive response to this particular area for improvement. It details a structured network of governance meetings designed to embed and support performance management throughout the organisation. My office is working closely with the Head of the Force's Service Improvement Unit to ensure the appropriate mechanisms are in place to report on the Force's performance against my Police and Crime Plan.

**17. The Force should make sure it understands how its investment in IT systems improves productivity**

I have been informed that the Force has a Benefits Framework which sets out the basis for the principles and approaches to benefits management and productivity improvement. The Framework is part of the business case process managed by the Change and Transformation Group. It is used to ensure that benefits are recorded, tracked and reported on by the submitting department. Work is ongoing to ensure the process is clear and practical for those using it. A representative of my office attends the Change and Transformation Group to ensure oversight of projects and their impact.

I have set out under each of the areas for improvement what I intend to do to oversee the Force's progress. Information gathered in the process will be used by my office to inform the development of the next Police and Crime Plan to ensure continued focus on the areas requiring the greatest improvement.