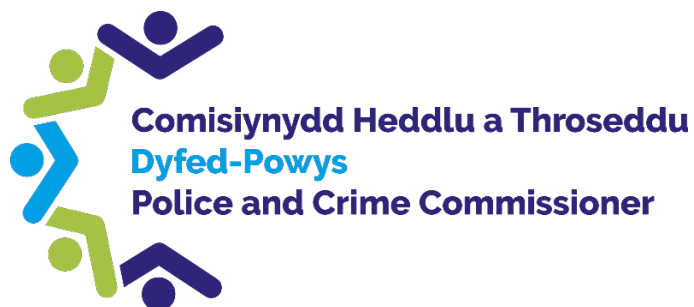




Mae'r ddogfen hon ar gael yn Gymraeg yn ogystal â Saesneg.

This document is available in Welsh as well as English.



Dyfed Powys Commissioning Strategy

Last updated: April 2026

Contents

Introduction	3
PCC statutory duties	3
Police and Crime Plan	4
Policing Protocol	5
Approach to Commissioning	5
Commissioning Principles	6
Needs Assessment	7
Commissioning routes	7
Direct commissioning	7
Co-commissioning	7
Grants	7
Other	8
Procurement process	8
Governance	9
Risk Management	9
Commissioning Budget	10
Contracts register	12
Monitoring and Audit	14
Monitoring Commissioned Services	14
Ministry of Justice grant	15
Service audit	16
Communications	17

Introduction

The Police and Crime Commissioner (PCC) for Dyfed Powys acts as the voice of the public on policing and crime matters. The Commissioner is responsible for setting the strategic direction for policing within the Force area. Dyfed Powys police force covers the counties of Carmarthenshire, Ceredigion, Pembrokeshire and Powys. It has a population of over 488,000, which is significantly boosted with tourists each year and covers a land mass of over half of Wales.

This strategy sets out the purpose and direction of commissioning activities within the Office of the Police and Crime Commissioner for Dyfed Powys. It provides detail of the budget and services provided under the Police and Crime Plan and outlines the process for governance and monitoring of service delivery.

PCC statutory duties

PCCs have a number of statutory duties as laid out in the Police Reform and Social Responsibility Act 2011 (the Act). 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 to deliver their community safety priorities.

Upon initial commencement of the role in 2012, Commissioners received consolidated grants made up of funding previously awarded to a range of organisations (Community Safety Partnerships and the Home Office Drugs Intervention Programme). Ring fences were removed to enable Commissioners to use the funding more freely. This grant funding is provided by the Ministry of Justice under powers given to the Secretary of State by section 56 of the Domestic Violence, Crime and Victims Act 2004 (DVCVA 2004)¹. This provides that the Secretary of State may “pay such grants to such persons as he considers appropriate in connection with measures which appear to him to be intended to assist victims, witnesses or other persons affected by offences”.

¹ Further strengthened by the Victims and Prisoners Act 2024 and the statutory basis of the Victims' Code of Practice

Commissioners also have a duty to invoke the voice of the public, the vulnerable and victims. From October 2014, PCCs have been responsible for the local commissioning of victims' services. This is aligned with the Ministry of Justice who hold a number of national contracts with providers for services including the national homicide service and the witness advice service at court.

The community safety duty and the criminal justice duty put responsibilities on PCCs to work with partners to prevent and tackle crime. The statutory duties are deliberately broad and flexible, to allow working arrangements to develop in a way that is most meaningful locally. The aim of the duties is to ensure that the investment and prioritisation decisions taken by both Commissioners and their partners are made with a full understanding of the implications for all partners. The Commissioner must also be a 'Relevant Partner' in the Children and Young People's Partnerships and is responsible for ensuring these functions are discharged efficiently and effectively.

Commissioners also have duties under the Victims' Code of Practice; they must ensure that victims have access to Restorative Justice at all stages of the criminal justice service.

Police and Crime Plan

Each Police and Crime Commissioner is required to set a Police and Crime Plan, reflecting the key opportunities risks and challenges to policing and setting out their priorities for the term of office. The priorities of the Police and Crime Plan 2025 – 2029 are:

- Supporting Victims and Preventing Victimisation
- Supporting Safe Communities by Preventing Harm
- Supporting a More Effective Justice System

Supporting these priorities are a number of key principles:

- Partnership working
- Governance and Accountability
- Sustainability
- Engagement and Being the Voice of the Community
- A Tailored, Person-Centred Approach

Policing Protocol

Aligned to the above duties is the Policing Protocol Order 2023, issued by the Secretary of State and setting out the roles and responsibilities of all PCCs, Chief Constables and others.

The Office of the PCC monitors compliance against the Policing Protocol. As part of this, the Commissioning team report against key measures including outcome data, complaints, governance, communication and audit. A report on these measures is produced quarterly to the Police and Crime Panel.

Approach to Commissioning

Commissioning should focus on securing the best outcomes, at the best value and ensuring continuous review of whether services achieve success in addressing the needs of victims or offenders of crime. Measuring success should be based not on the number of users receiving a particular service but on improved outcomes based on the ability of victims or offenders to return to a previous or improved quality of life.

The diagram below outlines the cycle of commissioning, which focusses on four stages:

- Understand: recognise the outcomes to be achieved and local needs
- Plan: map out and consider how the needs can be addressed effectively, efficiently and sustainably
- Do: accountable, open and transparent commissioning
- Review: ensure services are accountable by continuous monitoring of delivery against agreed outcomes



The Government is working to improve commissioning to get the best possible services that deliver value for money. The National Audit Office has outlined eight principles of good commissioning that should result in better public outcomes for individuals and communities:

1. Understanding the needs of users and communities
2. Consulting potential provider organisations, including those from the third sector and local experts, well in advance of commissioning new services
3. Putting outcomes for users at the heart of the strategic planning process
4. Mapping the fullest practical range of providers with a view to understanding the contribution they could make to delivering those outcomes
5. Considering investing in the capacity of the provider base, particularly those working with hard-to-reach groups
6. Ensuring contracting processes are transparent and fair, facilitating the involvement of the broadest range of suppliers, including considering sub-contracting and consortia building, where appropriate
7. Ensuring long-term contracts and risk sharing, wherever appropriate, as ways of achieving efficiency and effectiveness; and
8. Seeking feedback from service users, communities and providers in order to review the effectiveness of the commissioning process in meeting local needs.

National Audit Office Successful Commissioning Toolkit.

Commissioning Principles

Commissioning activity is aligned with the key themes and strategic priorities of the Police and Crime Plan. There should be a focus on value for money, maximising resources and ensuring the impact of the money spent is measured and the value is assessed.

Best practice in relation to procurement will be applied. The PCC expects all procurement processes to follow best practice and be accessible for any provider, including the voluntary sector. All relevant regulations and legislation will also apply.

In all award decisions, we will consider the impact that awarding the funding will have on opportunities for people to use the Welsh language. This is contained both in procurement tender processes and within the scoring matrix for grant awards.

Joint/co-commissioning opportunities will be explored wherever possible to ensure that the benefits and added value of partnerships are fully considered.

Wherever feasible, the aim should be to award mid to long term contracts in order to ensure sustainability of service provision and to avoid the instability that accompanies short term or annual funding cycles.

Needs Assessment

A Needs Assessment of victims and vulnerable people has recently been commissioned and findings will be available in August 2026. These will be published on the PCC's website.

Commissioning routes

Direct commissioning

To ensure that the PCC procures services which contribute towards achieving the priorities within the Police and Crime Plan, the PCC will directly tender or contract with a provider. This will be achieved through open competition where bidders are invited to tender for services that meet the required objectives and outcomes within a dedicated service specification.

Co-commissioning

Where appropriate, the PCC will work with partners and providers to secure the most effective and cost-efficient outcomes from service delivery. This may be achieved via both established and emerging commissioning structures and partnerships with key stakeholders.

Grants

The PCC will make various grants programmes available. Some will be open to partners in support of their work on shared objectives across both organisational and geographical boundaries. Others will be open to charities, voluntary organisations and community groups, with the aim of

improving local communities and the lives of the people that reside within them.

Grants will be awarded based on set criteria which include consideration of the community benefit, the evidenced need for the project, accessibility, how the project meets the priorities of the Police and Crime Plan and value for money.

Other

In addition to this, there will be opportunities throughout the year to bid for various competed funds from the Home Office and the Ministry of Justice. All opportunities are discussed at the Projects and Funding Group in order to capture potential project ideas and to identify areas of evidenced need. This will ensure that we maximise all opportunities for service development where appropriate.

For all funding mechanisms the PCC will hold contracts/service level agreements with the successful organisations that specify the detail of the outcomes to be delivered and the value.

Procurement process

The Commissioning team have produced a simple guide to procurement regulations. This contains guidance regarding whether the process should be procurement or a grant, thresholds, authorisation, governance and exemption rules in line with the Corporate Governance Framework.

The Force's Procurement department undertake a supplier capability questionnaire as part of the due diligence during any formal tender process. This includes some grounds for exclusion where providers have been found guilty of conspiracy, corruption, fraud etc. It also ensures that they have the required levels of insurance, Dun & Bradstreet financial checks, Health and Safety compliance, compliance with other applicable laws, policies and procedures, prior contract history and evidence of delivery. The Finance department will also undertake fraud and other risk assessments when setting up new suppliers.

Following tender award, a contract is awarded to the successful service (based on the terms and conditions used by Dyfed Powys Police Procurement), which includes the service aim and objectives, key

performance indicators (KPIs) and performance/financial reporting arrangements.

Governance

According to the Police Reform and Social Responsibility Act 2011 the Commissioner must decide the principles of their approach to commissioning, the desired outcomes, the monitoring and reporting requirements for commissioned services and the budgets involved.

Two areas of the Corporate Governance Framework are particularly pertinent; firstly the guidance around decision making and secondly the procurement regulations. All decisions made by the Commissioner are recorded in a decision log, published on the website and reported to the Police and Crime Panel accordingly.

The Corporate Governance Framework also notes arrangements for joint working and partnerships, including when the PCC acts as a commissioner of services, he/she will need to agree the shared priorities and outcomes expected to be delivered through the contract or grant agreement with each provider.

Commissioned services performance data is included in the Performance Framework underpinning the Police and Crime Plan and as such is reported to Strategic Performance Board (SPB). Metrics have been included in the performance framework providing data from services that triangulates the performance information from Dyfed Powys Police. This includes referral numbers, repeat referrals, those engaging with services, those disengaging in the criminal justice system, outcomes achieved by the services and qualitative feedback regarding compliance with the Victims' Code of Practice.

Risk Management

Service provider obligations with respect to employment of staff, safeguarding and other relevant legislation are clearly defined within contract documentation. This includes clauses relating to indemnity and insurance requirements.

Service providers manage their own risk throughout the duration of the contract and update the PCC on any issues that arise that are likely to affect the outcome of the contract. This is also embedded within the original procurement exercise, where bidders are required to identify potential risks and propose mitigating actions.

The Commissioner has a statutory responsibility to represent the voice of victims. The impact therefore of not commissioning victims' services would breach this responsibility and impact negatively on public confidence levels and service delivery. Likewise the impact of not ensuring the provision of services to address wider community safety concerns is likely to increase crime, disorder and offending and impact negatively on the quality of life within communities and public confidence.

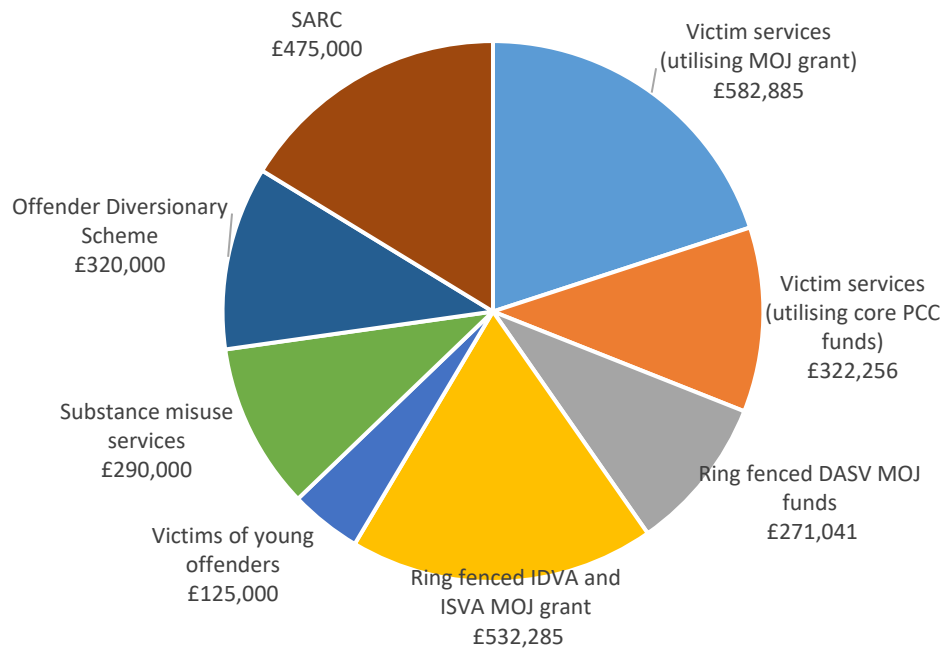
Commissioning Budget

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 the PCC's core funding. The MOJ victims' grant is allocated according to a population-based funding formula. Its purpose is to fund first point of contact victims' services, sexual violence and domestic violence services as well as services to support victims of other crime types as required.

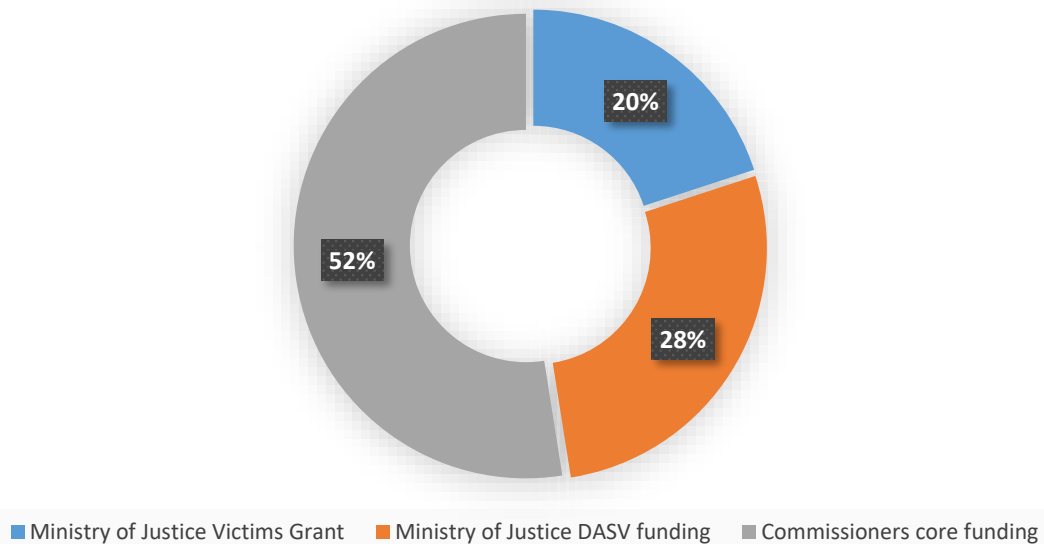
The Commissioning budget for 2025/26 was £3,047,982, which included staff costs in addition to costs incurred for direct service provision. This includes the MOJ grant to a value of £582,885 as well as the additional MOJ funding to support victims of violence against women, domestic abuse and sexual violence at a value of £803,326. This includes funding for Independent Domestic and Sexual Violence Advisors as well as capacity for specialist community services.

The graph below demonstrates the percentage of the core budget allocated to areas of activity:

Commissioned services budget 2025/26



2025/26 Commissioned Services Funding Sources



Contracts register

The below table represents the current services commissioned by the PCC, highlighting those that are jointly commissioned with partner agencies.

Service	Host agency	End date	Annual value
Substance Misuse Dyfed	Dyfed Drug & Alcohol Service	31/3/2027	£248,441
Substance Misuse Powys	Kaleidoscope	30/9/2027	£75,000
Independent Domestic Violence Advisors	Calan DVS consortium Dal I Godi	31/3/2028	£552,903
Victim Referral service (inc. CYP)	Victim Support	31/3/2027	£419,608
Independent Sexual Violence Advisors	New Pathways	31/3/2027	£254,854
Road Victim Support Service	Victim Support	31/3/2028	£48,000
Family Court Pathfinder	Safer Merthyr Tydfil and Thrive Women's Aid	31/3/2027	Funded via MOJ, no PCC contribution
Crisis workers	New Pathways	31/12/2027	£32,000 (under review via WSAS)

Service	Host	End date	Annual value
Domestic Abuse Perpetrator Programme including CARA	Threshold Domestic Abuse Service	31/3/2028	£19,850 contribution to contract CARA up to £60,000 (tbc)
Missing Young People's Debrief	Llamau	31/3/2028	£124,609
Offender Diversion Scheme	Pobl Care and Support	31/3/2028	£320,000
Victim Liaison for young people	Youth Offending & Prevention Teams	31/3/2028	£165,000 Yr 1 £125,000 Yrs 2 & 3

Key:

Jointly commissioned with Local Authorities

Jointly commissioned with Health

Jointly commissioned with other OPCCs

Jointly commissioned with Health and OPCCs via Wales Sexual Assault Services programme

Jointly commissioned with VAWDASV partners

Dyfed Powys PCC only

Monitoring and Audit

Monitoring Commissioned Services

The intention of the Dyfed Powys PCC is to commission services that can deliver and demonstrate clearly defined outcomes. It will be the PCC's responsibility, through the Office of the Police and Crime Commissioner, to monitor progress for each commissioned activity against the proposed outcomes.

Outcomes for each contract awarded are developed based on the aims and objectives of the service. Beneath the agreed outcomes are a variety of performance indicators which may include qualitative and quantitative measures. Performance indicators are discussed with the provider to ensure that they are achievable. Providers are expected to work with the Commissioner throughout the duration of the contract to further develop the framework of measurable outcomes for the services. Having these measures in place enables the PCC to hold the service provider to account for the successful delivery of the contract and monitor progress through the lifetime of the contract.

Monitoring methods are underpinned by how the information is to be used – whether to understand the overall impact of the commissioned service, to develop and improve practice, to influence public policy or to prepare for future commissioning.

As part of their contract conditions, providers submit quarterly reports. These include performance data, case studies, any complaints or compliments received, training, staff/recruitment updates, any issues to escalate to commissioners, along with a narrative update on progress during the quarter.

Data provided within these reports is transferred into a performance dashboard that the commissioning team hold. This provides an ongoing assessment of performance over time and against key indicators.

Contract review meetings are held quarterly with each provider and, where jointly commissioned, with representatives from other commissioning

parties. All providers are requested to capture and measure performance indicators on their own systems internally, ensuring they are accountable and in control of their own monitoring / reporting.

As per the contract agreements, providers are required to submit end of year financial statements showing actual outturn expenditure within 30 working days following 31st March each year.

Ministry of Justice grant

The terms and conditions of the Ministry of Justice (MOJ) grant include due diligence criteria, along with mid-year and end of year submissions of data and outcomes from the services who receive funding. The requirements for utilisation of the grant include:

- provide or commission dedicated emotional, therapeutic, and practical support services for Victims of Crime, to help them cope with and, as far as possible, recover from the effects of the crime.
- Victim support services can include, but are not limited to:
 - face-to-face or remote counselling for individuals and/or their families;
 - helpline or live chat support;
 - court or family support;
 - tailored support for under-represented victims and survivors, and those with protected characteristics, including support for particular groups, such as ethnic minority groups, disabled victims, LGBTQ+ victims, male victims.
- Onward Funding must not be awarded to provide accommodation or support services within accommodation

The funding can also be used to build capacity and capability within the VCSE sector and to ensure that adequate single point of contact arrangements are in place in the police area to enable straightforward and quick access to services.

The organisations in receipt of the MOJ funding via the PCC are required to provide outcome measurements include quantitative data on referrals, engagement and disengagement levels and demographics of service users.

Service audit

As outlined within this strategy, there are numerous processes in place that serve to monitor the value and outcomes delivered by services funded by the PCC. To complement this, a desktop review is undertaken on an annual basis for each commissioned service.

This includes:

- Timely receipt of performance reports
- Governance of contract review meetings
- Positive progress demonstrated on key performance indicators
- Value for money / return on investment
- Timely and accurate finance reporting
- Complaints procedure in place and publicly available
- Vetting compliance
- Policies in place as per contract requirements
- Data processing or information sharing arrangements in place where necessary
- Welsh Language provision

A more detailed audit is undertaken for those services where contracts are due to end, in order to inform recommissioning plans. These are timetabled in line with end of contract deadlines.

This includes a review of the following in addition to the annual review information:

- Business continuity plan
- Internal Quality Assurance
- Inspections and outcomes
- Job descriptions and recruitment policy
- Training plan and staff training log
- Freedom Of Interest etc. requests / activity
- Safeguarding
- Incident reports
- Partnership / stakeholder maps/engagement plans
- Communication plan
- Evidence of service user engagement
- Random sample of service user files
- Feedback from Service Users or via Victim Advocacy Network

Communications

The Commissioning team regularly provide information for the public and partners via press releases, social media and articles in national publications. In addition to this, the PCC's website includes a section on services available to the community [here](#). This provides a description of each service along with contact details.

The commissioning team has produced single page overview documents of each service outlining the contract purpose, provider, cost, duration and key deliverables/outcomes from the services. These are included on the OPCC website [here](#) for wider public awareness of delivery against investment.

In addition, the team have developed Return on investment (ROI) reviews for a number of services, with the Independent Sexual Violence Advisory service, Missing Young People service and Offender Diversion service completed to date. The Commissioning Team will be scheduling the final services to undertake a ROI study during 2026/27. These will be available on the OPCC website.

An animated video raising awareness of the services available for victims and communities is now available on the PCC's website, along with a number of leaflets and infographics highlighting the work of our providers. A hard copy leaflet of services has also been produced and is used at all community events where the PCC/OPCC are present.