



BUSINESS PLAN

2025-29

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

Contents

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

1. Introduction

The Police and Crime Commissioner for Dyfed-Powys (Commissioner) has a legal duty to publish a plan which sets out their police and crime priorities. The Police and Crime Plan (PCP) 2025-29 sets out the Commissioner's priorities for the Dyfed-Powys Police area.

This Business Plan sets out in more detail how the Office of the Police and Crime Commissioner (OPCC) will deliver the Commissioner's priorities for the duration of the PCP. Commissioners and their Chief Executives are not required by law to produce a Business Plan, but doing so represents best practice, underpins good governance and transparency, and sets out the services provided and commissioned by the Commissioner (and the organisation that supports them), for the benefit of the public. It is primarily intended as an internal document and is an operational tool to enable planning and delivery. It will be a "live" document and changes over the years are to be expected. If new, significant pieces of work are required throughout the period of this plan the OPCC Executive Team will consider whether they should supersede current projects.

The Chief Executive will be responsible for the Business Plan and progress will be monitored via the OPCC Executive Team. This plan will be used by OPCC staff to ensure that their work assists in meeting the strategic objectives, by the Commissioner to hold the OPCC to account, and by the Dyfed-Powys Police and Crime Panel to support their awareness and understanding of the work of the OPCC and how it supports the Commissioner in delivering the PCP.

The business planning cycle and timeline is outlined in Appendix 1. The Business Plan will not provide full details of activities that are considered to be business as usual. As such, this document does not provide a comprehensive overview of all the activity that will be undertaken by the OPCC. The intention of this document is to outline areas of work that we want to prioritise and drive forward.

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

The Annual Report will capture performance against the objectives outlined in this Business Plan along with reflection of progress against the PCP more broadly.

The OPCC works within the principles of the Wellbeing of Future Generations (Wales) Act 2015, the Code of Ethics, the Nolan Principles of Public life, the Public Sector Equality Duty and pays due regard to the Socioeconomic Duty.

2. Vision and Values

Vision: Improving Trust and Confidence in Local Policing

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

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

The Priorities for Policing and Crime

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

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

3. The role of the Office of the Police and Crime Commissioner

Our Mission Statement is 'To support the Police and Crime Commissioner to achieve effective outcomes for the public'. One of the main roles of the OPCC is to make sure that the Commissioner exercises their powers properly and responsibly. The Police Reform and Social Responsibility Act (PRSRA) 2011 established Police and Crime Commissioners within each Force area in England and Wales, giving them responsibility for the totality of policing within their area. It requires them to hold the Chief Constable to account for the operational delivery of policing, including the Strategic Policing Requirement published by the Home Secretary.

Section 70 of the PRSRA requires the Secretary of State to issue a Policing Protocol, which applies to every Chief Constable and Police and Crime Commissioner. This protocol sets out the roles and responsibilities of all involved in the quadripartite relationship, namely Police and Crime Commissioner, Chief Constable, Police and Crime Panel and Home Secretary.

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

To monitor compliance with the Policing Protocol Order 2023 the OPCC has developed a health check which covers all the areas in the protocol that the Commissioner has legal power and duty over. Performance is monitored and published on a quarterly basis, with reports submitted to the Police and Crime Panel who hold the Commissioner to account in relation to progress.

Furthermore, as outlined previously, it is the role of the OPCC to support the Commissioner in the development and delivery of the Police and Crime Plan. The guiding principles to deliver a compassionate and inclusive Police and Crime Plan are:

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

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

In order to support the Commissioner in discharging their statutory responsibilities and deliver the Police and Crime Plan priorities, it is critical to ensure that the OPCC team is effective, dynamic and flexible. This means ensuring that the OPCC team is led and managed effectively with the appropriate organisational culture, resources and systems in place.

The Commissioner is supported by a team of professionals who each have specific responsibilities. They advise the Commissioner on areas such as finance, governance, policy, performance and scrutiny, public engagement, commissioning and partnerships, and support the Commissioner to discharge his statutory responsibilities.

These individuals are in politically restricted posts and do not support any of the Commissioner's political work.

The OPCC Structure

In addition to the statutory responsibilities of the Chief Executive and the Chief Finance Officer, the OPCC delivers:

Commissioning and Partnerships

1. Oversight of appropriate needs assessments and legislative requirements to identify gaps and areas for improvement in service provision.
2. Commissioning and contract management of services to help victims cope and recover from the impact of crime and to support the reduction of reoffending and harm amongst offenders within the Dyfed-Powys Police area.
3. Management of the OPCC's partnership commitments, including the Commissioner's reciprocal duty to work with partners to reduce crime and antisocial behaviour.
4. Assessment, award and management of funds at the Commissioner's disposal to enable partners to deliver on projects that help to meet the priorities of the Police and Crime Plan.
5. Overseeing the pursuance of external grant and funding opportunities in support of the Police and Crime Plan priorities, project managing successful bids to ensure that the Corporate Governance Framework is adhered to.
6. Supporting the Commissioner in his work with partners to ensure an effective and efficient criminal justice system, along with scrutiny of outcomes delivered under the Victims' Code of Practice.

Assurance and Scrutiny

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

Strategy and Policy

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

Communications and Engagement

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

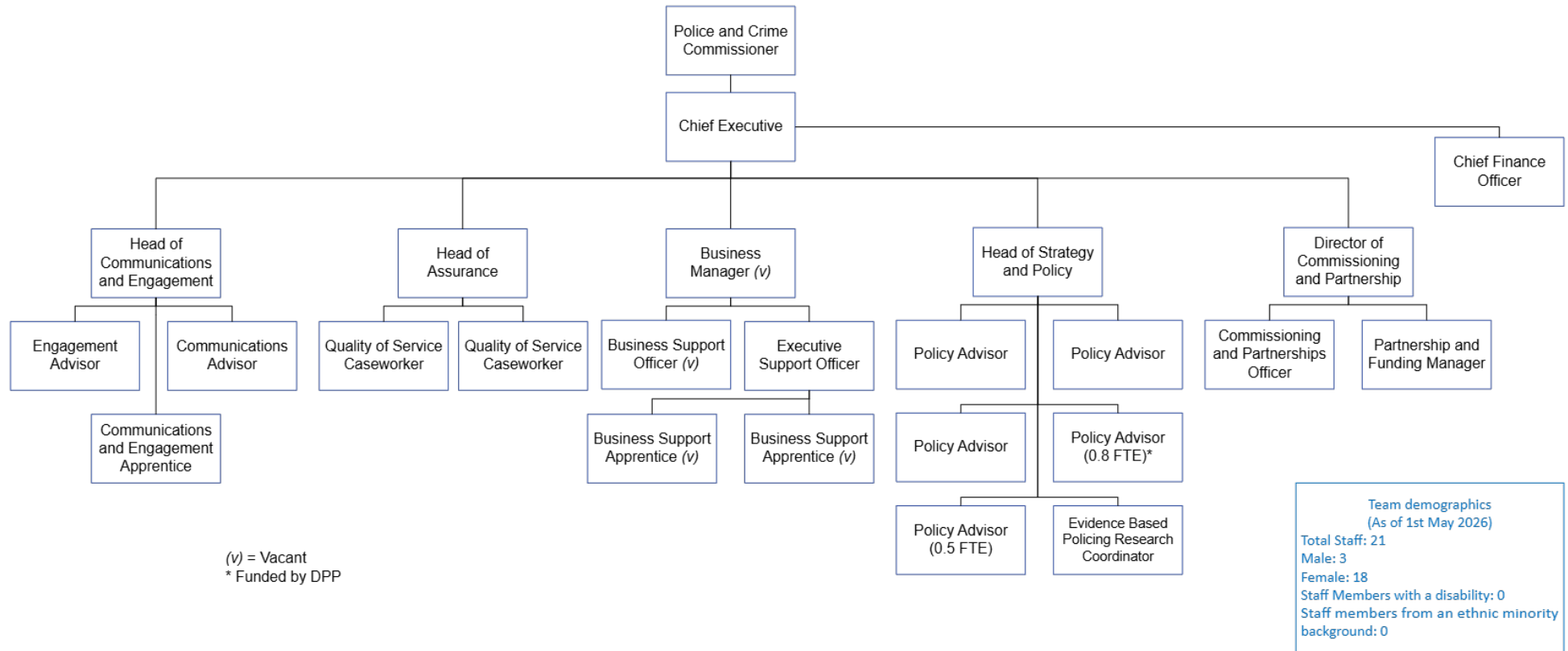
Budget for 2026-2027

The budget for the Office of the Police and Crime Commissioner comes from Central Government and the precept. The budget information for this financial year is:

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

OPCC Structure

The OPCC establishment is detailed below. As of 1st May 2026, there are 21 individuals within the office, including the Commissioner. The structure is set out below, along with the team demographics.



4. Action Plans

The Action Plan is the key to ensuring this Business Plan is a “living” document which provides direction and clarity for the OPCC Team on the work to be undertaken. It provides the “golden thread” between the priorities in the PCP, the Commissioner’s statutory duties and the work required to enable the efficient and effective running of the team. From this Plan each business area will develop its own workplan setting out further details about how they contribute to the delivery of objectives outlined below, which in turn will feed into each staff members’ individual objectives. In this way, we can be sure that all of our activity is aligned with and contributing to delivering the Commissioner’s main functions and that each staff member is clear in their contribution to the successful achievements of the OPCC.

1. Children and Young People

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

2. Data and the use of Research

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

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

3. Collaboration

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

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

4. [Road Safety](#)

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

5. Local Victims' Champion

| Local Victims' Champion | Lead | Timescale | | | |
|---|-----------------------------|-----------|---------|---------|---------|
| | | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
| Restorative Justice Support DPP to undertake a thorough review of when and how Restorative Justice is being offered to victims, with a view to understanding the impact of restorative practices on those involved. | Head of Strategy and Policy | ✓ | ✓ | | |

6. Equality, Diversity and Inclusion

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

7. Rural Crime

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

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

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

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

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

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

5. OPCC Performance

We will report our specific objectives, timelines and progress to the Commissioner and the Executive Team on a quarterly basis. The Commissioner will subsequently present performance reports to the Police and Crime Panel and publish them. As a result, the communities of Dyfed-Powys will be able to see:

- Our activities and deliverables
- Our intended outcomes - aligned to the Police and Crime Plan
- Our performance against intended outcomes and how successful we have been.

The overall performance information will form part of the statutory Annual Report from the Commissioner to the Panel and the public.

6. APPENDIX 1 Business Planning and Monitoring Cycle

