



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

This document is available in Welsh as well as English.

Joint Annual Governance Statement 2023/24

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Introduction and Scope of Responsibilities

The Police and Crime Commissioner and the Chief Constable are responsible for ensuring their business is conducted in accordance with the law and standards¹; and that public money is safeguarded, properly accounted for, and used effectively, efficiently, and economically. They also have a duty to make arrangements to secure continuous improvement in the way in which their functions are exercised.

In discharging their overall responsibility, the Commissioner and Chief Constable are also responsible for putting in place proper arrangements for the governance of their affairs and facilitating the exercise of their functions. This includes ensuring a sound system of internal control is maintained through the year, and that arrangements are in place for the management of risk.

This Statement explains how the Commissioner and Chief Constable have complied with the Code of Corporate Governance, which reflect the principles in the Chartered Institute of Public Finance and Accountancy's guidance (CIPFA) *Delivering Good Governance: Guidance Notes for Policing Bodies in England and Wales 2016 Edition*. It also meets the requirements of the Accounts and Audit (Wales) Regulations 2014 (as amended), in relation to the statement of internal control and the publication of the annual governance statement.

The document sets out the findings of the evaluation of governance arrangements and this is supported by a matrix of evidence detailing how the Commissioner and Chief Constable demonstrate the principles and behaviours of good governance.

Principles of Good Governance

The Joint Corporate Governance Framework comprises the systems, process, culture, and values by which both the Office of the Police and Crime Commissioner (OPCC) and Dyfed-Powys Police (DPP) will be governed both jointly and separately, and this is reviewed and updated annually.

The Framework enables the Commissioner and Chief Constable to monitor achievement against the Police and Crime Plan and the delivery of appropriate, cost-effective services including achieving value for money.

This Statement explains how the Commissioner and Chief Constable have complied with the Code of Corporate Governance, which reflect the principles in the Chartered Institute of Public Finance and Accountancy's guidance (CIPFA) *Delivering Good Governance: Guidance Notes for Policing Bodies in England and Wales 2016 Edition*.

1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.

Both Corporation Soles operate in an open and transparent way, with processes in place to support the core principle of ethics and integrity which are in accordance with the College of Policing Code of Ethics.

¹ CIPFA Delivering Good Governance: Guidance for Policing Bodies in England and Wales

The 2023 Code of Practice for Ethical Policing for Chief Officers issued under Section 39A of the Police Act 1996 was reviewed this reporting period and included:

- the 2024 Code of Ethics (non-statutory)
- the 2023 Code of Practice for Ethical Policing (statutory)

The new 2024 Code of Ethics is in two parts, neither of which are statutory.

- Ethical policing principles provide support in making ethical decisions.
- Guidance for ethical and professional behaviour in policing sets out the expectations for how policing professionals should behave in a way that makes it easier for them to understand and follow.²

The Commissioner and the Chief Constable have policies and procedures in place that comply with the law and conform to appropriate ethical standards and standards of professional behaviour. To include (but not limited to):

- Code of Ethics (code of practice that are sets of principles and standards of professional behaviour)
- Joint Anti-Fraud and Corruption Policy
- Whistleblowing Policy
- Notifiable Association Policy
- Business Interest Policy
- Substance Misuse Policy & Guidance
- Staff Misconduct Policy
- Dignity in the Workplace Policy
- Fairness at Work Policy
- Sexual Harassment Policy
- OPCC Complaints Policy
- OPCC Complaints Procedure

The Commissioner and Chief Constable encourage and support officers and staff to challenge and report behaviours that make colleagues feel uncomfortable, intimidated, or embarrassed through confidential reporting directly to the Professional Standards Department (PSD) or via 'Bad Apple' which is a confidential reporting system that provides a platform for two-way anonymous conversation.

In addition, information on how to report via the Crimestoppers integrity line for police is published on the force intranet along with the IOPC report line.

Information received from these various forums are subject of proactive intelligence development and proportionate lawful business monitoring enquiries by the ACU (Anti-Corruption Unit) investigators and analysts.

Where appropriate and dependent on the circumstances and information, cases are subsequently investigated as conduct matters and elicit ethical interviews and further periodic reviews are considered. Information sharing with vetting, human resources and/or other forces and organisations is considered where deemed necessary and proportionate.

² [Why the Code of Ethics has changed | College of Policing](#)

Measures are in place to ensure that employees of the Commissioner and Chief Constable are not influenced by prejudice, bias, or conflicts of interest in dealing with different stakeholders.

Declarations of Interest and Registers of Gifts and Hospitality for both the OPCC and the Force are published, and procedures are in place to enable any conflicts of interest to be recorded.

The Commissioner and Chief Constable have transparent and accessible arrangements in place for dealing with complaints.

The Force has a Professional Standards Department (PSD) whose role it is to uphold the ethical and professional standards of Dyfed-Powys Police by managing the application of misconduct regulations and the administration of complaints by members of the public against police officers and police staff below the rank of Chief Constable.

Complaints against the Chief Constable are the responsibility of the Police and Crime Commissioner. The Commissioner will decide how the complaint will be handled and whether it meets the requirements to be referred to the IOPC.

Complaints against staff within the Office of the Police and Crime Commissioner are dealt with by the Chief Executive, in consultation with the Professional Standards Department where necessary.

Complaints against the Chief Executive are referred to the Police and Crime Commissioner for consideration. The Independent Police and Crime Panel for Dyfed Powys Police deals with any formal complaint against the Police and Crime Commissioner.

The Force has a Vetting Unit that sits within Professional Standards to ensure compliance with the national Code of Practice and Authorised Professional Practice (APP) for Vetting.

The revised APP, Angiolini Inquiry³ and Vetting Revocation Regulations has created significant demand in the unit attributed to new starters and individuals joining the Force, and individuals waiting for NPPV clearance or renewals. Whilst complaint cases have gone down this year as compared to the previous year; the Force is still slightly higher than the average MSF (most similar force).

It is important to note that one case may have multiple allegations, and that cases can vary significantly in terms of complexity and the amount of investigative work required, therefore the figures shown do not represent demand.

There is an increase in demand in the Anti-Corruption Unit (including an increase in referrals), an increase in serious misconduct cases, an increase in suspensions, and more complexity and challenges in misconduct proceedings such as legal challenges.

³ An independent inquiry as to how an off-duty Metropolitan police officer was able to abduct, rape and murder a member of the public.

	Dyfed Powys	% change	National	% change
2020/21	753	-	67732	-
2021/22	913	21%	75020	11%
2022/23	1058	14%	81142	8%
2023/24	884	-18%	85458	5%

The changes to the complaints legislation provided the Police and Crime Commissioner a greater role to increase independence and improve complaints handling.

If a complaint has been recorded under Schedule 3 of the Police Reform Act 2002 and a complainant is unhappy with the outcome of the complaint, they can submit an application for a review to the Police and Crime Commissioner for Dyfed Powys (if the PCC is identified as the Relevant Review Body). The review will consider whether the outcome of the complaint is reasonable and proportionate.

Monthly meetings are held between PSD and the OPCC, where specific complaint related matters are discussed and there is an opportunity to consider any oversight issues identified from complaint reviews. The meetings also provide an opportunity to consider themes and organisational learning. In addition to this, a quarterly PSD Assurance Board has been established to allow the Police and Crime Commissioner to scrutinise the professional standards business area.

Between 1st April 2023 and 31st March 2024, a total number of 59 reviews were received during this period which is slightly more than the previous year where 51 reviews were received. A total of 57 complaint reviews have been completed by the OPCC during this period, 4 of which were carried on from the previous year.

Of those 57 reviews completed, 4 were Upheld, 53 were Not Upheld. A total of 4 reviews resulted in recommendations identified by the OPCC. 6 reviews are being carried over to the new financial year, which is due to the date the review application was submitted.

The Force has developed an online repository for all staff to submit and review lessons learned to enable the Force to identify improvements and embed learning to mitigate risk. The online tool supports a healthy culture of knowledge sharing in Force to include learning from past mistakes and understanding where problems occur. Information includes reflective practice, operations, projects and audits, external learning, and employee ideas.

During the period 25th August 2023 and 31st March 2024 officers and staff submitted 45 lessons learned, best practice or improvement ideas of which 40 were approved, 3 rejected and 1 returned.

The Commissioner is subject to the Police and Crime Commissioner Code of Conduct and Oath of Office, and the Chief Constable (and all other individuals who work in policing) are subject to the College of Policing's Code of Ethics, both of which are consistent with the Nolan principles. The Chief Executive for the Police and Crime Commissioner is also the designated statutory

Monitoring Officer, with responsibility for advising on the legality and appropriateness of the Police and Crime Commissioner actions and decisions.

The Commissioner and Chief Constable create the environment for all members of the OPCC and Force to be able to discharge their responsibilities in accordance with good practice.

Any guidance originating from the key partners and bodies including the College of Policing, National Police Chiefs Council and Association of Police and Crime Commissioners is disseminated Force-wide.

Similarly, best practice for Police and Crime Commissioners' is obtained via the Association of Police and Crime Commissioners (APCC), Association of Policing and Crime Chief Executives (APAC2E) and Police and Crime Commissioners' Treasurers Society (PACCTS) and is disseminated amongst the Office of Police and Crime Commissioner staff.

2. Ensuring openness and comprehensive stakeholder engagement

Effective public engagement is a statutory responsibility of Commissioners, who must seek the views of the community in order to act as the bridging link between policing and the public. This engagement informs local policing priorities set by the Commissioner as detailed within the Dyfed-Powys Police and Crime Plan to which the Chief Constable is held to account.

Regular community engagement continued during 2023-24 through monthly community engagement days at various locations across the Force area where the Police and Crime Commissioner met with representatives from commissioned services, partners, community representatives, local charities, and members of the public, further enabling the Commissioner to understand local issues and policing needs.

'Here for You' engagement events continued with councillors and other representatives, discussing developments and changes within the Force and provided a valuable opportunity to share any local issues or concerns.

The Police and Crime Commissioner also hosted 'Open Door' events at Police Headquarters where Community Leaders were invited to briefings on key activities and developments within the Force by various departments such as the Force Control Room and Central Prevention Hub, thereby improving the communities understanding of departments and functions that support operational policing.

The Police and Crime Commissioner has a statutory duty to work in partnership with Community Safety and Criminal Justice colleagues and has links with a wide range of partner organisations to tackle community safety concerns to reduce crime and disorder and to ensure an effective and efficient Criminal Justice system. This includes the provision of funding to projects that meet the priorities of the Police and Crime Plan.

Engagement is essential to enable the Commissioner to discharge his statutory responsibilities, representing local communities. The Commissioner and the Force are committed to wider engagement with people who reflect the diversity of the Force area and increase opportunities

for people with diverse backgrounds to be heard, share their views and shape policy to include the joint Strategic Equalities Plan, the OPCC Engagement Strategy and the Force Engagement Strategy. Consultation also includes young people 'Y Sgwrs' which is run in collaboration with the Police and Crime Commissioners Youth Ambassadors.

During 2023-24, the Police and Crime Commissioner arranged focus groups sessions with individuals and groups from marginalised and minority communities. The sessions enable the Force to better understand their views and experiences of crime, whilst also sharing information in relation to the role and responsibilities of the Commissioner and to promote volunteering opportunities that are available in supporting the Commissioner in discharging his statutory responsibilities.

Force engagement with the public takes place on many levels from daily street contact and phone calls to contact via social media, online interaction via the Force [website](#) and formal surveys in relation to service priorities.

Chief Officers relaunched Chief Officer Roadshows that had been paused during the COVID 19 pandemic and took the opportunity to update on activities undertaken following feedback received from a number of sources to include the Investor in People Gold re-accreditation survey and focus groups. A new Workforce Engagement Strategy will launch in 2024 to further develop mechanisms for officers and staff to engage with Chief Officers, Heads of Departments, and line managers.

The Commissioner and Chief Constable regularly publish information on their work and achievements through their respective websites, social media, and local and national news reports. This includes the publication of Annual Reports, the Commissioner's monthly e-bulletins, agendas, and minutes of public meetings, as well as records of any decisions taken by the Commissioner.

Public consultation is a continuous process and is effective in providing the public with opportunities to share their views with the Commissioner and to inform decision making. Targeted consultation takes place for specific decisions such as the council tax precept.

Internally, police officers, police staff and staff of the OPCC are kept updated through Force intranet pages (DPPi2) to include Chief Officer blogs and opportunities to ask the Chief Constable questions. #Film Friday has continued providing a weekly short interval film highlighting key work, news, and achievements from across the force, with input from the Commissioner and Chief Officers.

The 2024/25 OPCC Business Plan includes the development of an Internal Communications Strategy to raise the profile of the work of the Commissioner and for the OPCC to include information and updates on initiatives and services funded by the Commissioner. In addition, the Commissioner will be developing the Community Engagement Day programme in 2024/25 to include meetings with NPT officers to provide an opportunity to share their views and local concerns.

The Commissioner is scrutinised by the Police and Crime Panel which consists of members from local authorities and independent members who also consult with their local communities. The

Panel's role is to scrutinise the actions and decisions of the Commissioner, providing both support and challenge and acting as a critical friend.

In 2023/24 the Police and Crime Panel hosted a number of sub-group sessions with the representatives of the Force and OPCC to develop the panels understanding of key topics. This supported the Panel to provide a greater level of scrutiny in matters of most concern to the public.

The Commissioner proactively publishes information to maintain openness and transparency with the public on the [website](#) which helps ensure that he meets the obligations under the Elected Policing Bodies (specified information) order 2011 (as amended) and requirements under the [Freedom of Information Act 2000](#).

Internal scrutiny arrangements are in place to undertake audits of the statutory obligations for transparency. Significant work was undertaken as the OPCC transferred to a new [website](#) to ensure compliance this period. Further work is regularly undertaken to ensure that the website remains compliant and up to date.

The Chief Constable has a statutory responsibility for making arrangements for obtaining the views of the public about crime and disorder in their locality. Force engagement with the public takes place on many levels from daily street contact and phone calls through to attendance at public meetings and formal surveys in relation to service priorities, levels, and quality.

The Force outsourced Victim Satisfaction surveys in March 2022 to an independent social research company. A decision was made, due to a National Victim Satisfaction Survey being scoped for this outsourcing to be on a rolling 12-month programme.

It was established that the national project would not be progressing, resulting in the Force extending the contract with the independent social research company for a further 12-month period.

Monthly findings from the victim satisfaction surveys are received and presented within a PowerBI dashboard that is a standing agenda item for discussion at all Force performance meetings, providing the ability to identify recurring trends and themes. In addition, through cross referencing the results from internal quality assurance processes, the Force gains insights into areas of good work as well as areas requiring improvement.

3. Defining outcomes in terms of sustainable economic, social, and environmental benefits.

The Police and Crime Plan (2021-2025) is the corporate plan set by the Commissioner. In support of this, the Chief Constable developed a Force Delivery Plan, progress against which is reported to the Commissioner at the Policing Accountability Board which is held in public every quarter.

The established People, Culture and Ethics Board purpose is to oversee, support and improve performance through developing a diverse workforce that is more inclusive, and more reflective of our communities. The Board is also responsible for staff welfare and the development of the workforce plan to ensure the Force has the skills and capabilities to meet the future challenges of policing within Dyfed Powys. A new Faith and Beliefs Group (FAB) has been established in

Force that supports a culture of respect and good relations between people of all faiths and beliefs.

The Force exceeded its Officer Uplift targets set by the Home Office set at 1304 achieving 1318 at March 2024. The Force improved the diversity of the workforce with positive action support for underrepresented groups whereby the proportion of female officers is 37% (increase of 1% on previous year) and the proportion of officers who identify as Black, Asian, Mixed or Other is 2.3% (decrease of 0.1% on previous year).

To ensure the Force's ability to maintain officer numbers and continue to be able to attract and retain talent in an increasingly challenging employment market a new entry level route, the Police Constable Entry Programme (PCEP), is being made available to attract candidates not wishing to pursue a degree in policing. This is being introduced in 2024/25 and will further support the maintenance of officer numbers following Uplift.

The Force Review Programme established in 2022 continues to support, challenge, and facilitate the identification of operational and business improvements and delivery of budget savings targets of c.£10M over 3 years. The programme introduced a number of significant changes throughout 2023/24, including a change in leadership structures and portfolios in July 2023.

The initial phase of spending freezes, hold on vacancies and voluntary retirements was put in place along with short term pay and capital spending reductions, procurement, central budget non pay savings and income generation opportunities. This first stage of the Force Review impacted force-wide, resulting in a loss of talent, expertise and skills and staff disengagement.

Following the structural changes, vacancies on hold were released in October 2023 to reduce the wellbeing impact on under-resourced teams in line with the new operating model however, the impact from the changes as well as nationally recognised shortages across a number of specialist skilled areas has presented a number of recruitment and retention challenges.

As part of the Strategic Workforce Plan, 'Say and Stay' interviews were launched in September 2023 to mitigate the risk of officer and police staff resignations.

The second stage of the Force Review has moved to the identification and delivery of a new sustainable operational operating model with a renewed focus on identifying and maintaining efficiencies and improving effectiveness across all areas of policing.

Through an increase in the Force precept agreed in February 2024, an Uplift of 20 additional contact handlers within the Force Communications Centre (FCC) has been established to meet demands and increase effectiveness and efficiency. A proactive recruitment campaign completed in the first quarter of 2024 successfully recruited the additional new staff who are at various stages of the FCC training programme.

A new Planning and Assurance Cycle (PAC) has been developed that brings together the requirements of the Force Management Statement (FMS), strategic (MORILE) assessment process, demand analysis, predicted demand, workforce planning, the capital strategy and Medium-Term Financial Plan which form part of the Police and Crime Commissioner's annual precept setting considerations.

The new PAC has been designed to support the Force's investments and decisions with new as well as existing operating models. The process demonstrates where greater efficiency can be achieved and is underpinned by transparency and accountability.

In December 2023, the Force reviewed and restructured the Force Performance Board to a more outcome focussed performance approach, supporting alignment across all policing business in terms of performance, strategic planning, and operational delivery. Putting victims and communities at the centre.

The approach combines both narratives and statistical evidence that enables the Force to clearly articulate to the public, community and relevant scrutiny bodies, the impacts on policing in Dyfed Powys and provides valuable insight into activities undertaken.

Monitoring and reporting is via a series of dashboards aligned to the Victim Services Assessment (VSA) with the additional pillars of Prevention, Safeguarding and Offender Management. A monthly victim focussed performance meeting is chaired by the Deputy Chief Constable with weekly performance meetings chaired by the Assistant Chief Constable.

The Force Sustainability Group continues to review all sustainability impacts with reporting from energy management and utility management groups, tracking consumption and energy saving initiatives and actions plans, on an ongoing basis. Utility consumption trends and improvements are tracked at building and utility level.

Estates operations maintain a decarbonisation plan and undertake capital scheme feasibility studies that include Photovoltaic, LED lighting and energy reduction/decarbonisation technologies and fabric improvements.

Funding for works are included in the Medium-Term Financial Capital Plan and will focus on sub divisional headquarters buildings and wider buildings in the coming years.

The Force is committed to the All-Wales Sustainability and Decarbonisation Strategy and action plan, which continues to be the central tracker of initiatives in 2023/24.

A new waste management contract mobilised has reduced landfill significantly, thereby reducing the Force carbon footprint. All procurement schemes are tendered with 10% aligned to the cost and quality sections to assess sustainability ensuring any impacts on supply chain will directly affect local communities carbon footprint and wider socio-economic impact of Force spending across all major spend.

The new Dafen Custody Suite and Policing Hub has been shortlisted for a Construction Excellence in Wales Award. The facility includes a number of first of its kind features to include in-house forensic medical room and is a blueprint of gold standard for custody. The facility also ensures sustainability and lower running costs through the achievement of BREEAM Excellent and has created 31 new jobs for local people.

4. Determining the interventions necessary to optimise the achievement of the intended outcomes

Strategic oversight of all Force business and operations is supported by the Force governance structure that is reviewed annually, with all boards and reporting, converging at the Force Executive Board and Force Performance Board chaired by the Chief Constable prior to Policing Board and Police Accountability Board chaired by the Police and Crime Commissioner.

The Police and Crime Commissioner continues to develop close working relationships with the communities of Dyfed Powys and is committed to ensuring the public has a strong voice in shaping both the policing service and the wider criminal justice system.

A new Police and Crime Plan is being developed in 2024 that sets the strategic direction and priorities for the next four years in order to ensure that policing and criminal justice services remain relevant, efficient, and effective.

The Chief Constable's priorities that inform the Force Delivery Plan (2022-25).

- The elimination of domestic abuse, stalking and harassment
- Make the Heddlu Dyfed Powys Police area hostile to those that deal drugs
- Provide a compassionate response to victims of rape and serious sexual assault and the relentless pursuit of offenders

Dyfed Powys Police was one of 14 Forces to join the expansion programme for Op Soteria Bluestone, a National Police Chiefs Council (NPCC) led, and Home Office funded research and change programme. The scheme aims to transform the policing response to rape and serious sexual offences (RASSO).

Op Soteria themes include suspect focussed investigations, identification of repeat/serial offenders, victim engagement, learning, development and wellbeing for officers and better use of data and digital forensics.

In September 2023, the Force successfully bid to the Home Office Safer Streets 5 programme, match funding a programme of interventions focussing on attitudinal and behavioural changes responding to and /or preventing violence against women and girls (VAWG).

The programme is a combination of educational products and programmes to include bystander training interventions, public guardianship initiatives and policing interventions that involve schools, businesses, police, partners, and the wider community.

Results from the 2022/23 stage of the programme have demonstrated positive results with the largest proportion of the programme delivering in the 2024/25 year.

The Welsh Government previously funded 89 PCSO posts with the Force independently funding 74 (total 163 PCSO posts). Cuts by the Welsh Government reduced funding to 44 posts with the Force funding 88 posts resulting in a total of 132 posts, a reduction of 31 on the previous year.

The reductions are being managed through natural wastage with the number of posts at the end of March 2024 being 144.21 FTE. The impact on specific areas of policing is currently unknown but is being closely monitored and is included in the Neighbourhood Policing Team review.

Following withdrawal of funding by the Welsh Government from the All Wales Schools Liaison Core Programme (AWSLCP) the Commissioner and the Force are committed to delivering a Dyfed Powys Police Schools Service that is dynamic and based on local challenges, needs and policing demands in Schools.

The existing posts will be retained, and work is currently undergoing extensive review and redesign with activities and engagements with schools throughout May and June 2024, in readiness for initial delivery and evaluation in autumn 2024, spring 2025 school periods.

Both the impacts from withdrawal of funding for PCSOs and the Schools Programme have been mitigated through precept discussions by the Police and Crime Commissioner.

Between May 2023 and October 2023, Op Cambrian was stood up following Home Office plans to house 240 asylum seekers in the Stradey Park Hotel in Carmarthenshire, resulting in local protests and placing significant demand on the Force.

Protesters erected temporary structures directly outside the hotel and maintained a permanent presence at the location between July 2023 and October 2023.

During this period significant disorder occurred, including an arson attack on the hotel, culminating in a substantial number of arrests.

To effectively address the challenges presented by the protest activity, specialist resources were utilised from across the Force, impeding the Force's ability to optimally discharge its responsibilities in other areas.

Additional demands included investigation teams with a need to draw investigators from specialist departments across the Force and significant investment in community engagement and partnership working, limiting the Force's capacity and resources to deliver community policing in other areas of concern. This resulted in a challenging period that also incurred substantial costs during a period of significant change and transformation across the Force.

The Police and Crime Commissioner and partners raised concerns of the impacts on the Force and the wider community in terms of costs and resources. The Commissioner raised matters with the Home Secretary and ministers, expressing concerns and calling for the controversial plans to be paused and a review of the dispersal of asylum seekers to be undertaken.

The Home Office proposal was against the Welsh Government's strategy, which focuses on a sustainable model that offers a longer-term solution for asylum seekers within the Dyfed Powys area, and one which the people of Wales have embraced and support. The overall cost to the Force was significant with the additional funding request submitted to the Home Office that was rejected.

Throughout peak periods and during surges in demand, the Force has maintained its commitment to ensuring an effective policing response to our communities through prioritising sufficient

resources, balancing officer safety and welfare, whilst enabling the Force to effectively communicate, provide visibility and engage with members of the public.

Implications from unexpected and expected surges in demand varies from unrestricted mass public movements, associated public safety concerns, overcrowded spaces, to general policing and increased crime, all potentially affecting partners across the Dyfed Powys Local Resilience Forum defined area. The strategic objective of all operations is to keep communities safe, safeguard the vulnerable, protect people from serious harm and connecting with communities.

Throughout the year, specific plans for key locations are created where a specific threat has been identified linked to anti-social behaviour. Patrol plans for areas of significance, such as beaches and open spaces are created and implemented.

Demand and resource tipping points are identified across a range of risks to support evidence based, objective decision making that are subject to weekly review at daily management meetings (DMM) across LPAs (Local Policing Areas).

Staffing challenges in Corporate Communications resulted in fewer external facing campaigns this period than in previous years, the capacity within Corporate Communications has since been strengthened. However, Corporate Communications continued to support operational policing with ongoing investigations, appeals, and publicity for court results in drug, murder, domestic abuse, and other cases.

Other key communications during this period included the launch of drone technology, and support to the Force Review Programme that included a number of targeted recruitment campaigns to attract call handlers, police constables and specialist police staff roles into the workforce.

The Communications Team also supported the protracted protest Op Cambrian, and throughout December 2023 and January 2024 ran a number of campaigns relating to serious assaults, alcohol related violence and domestic abuse, promoting reporting methods and support available to victims.

The Force has been graded by HMICFRS⁴ (published 2023) as adequate at investigating crime, preventing crime, police powers and public treatment, responding to the public, managing offenders and leadership and force management. Areas requiring improvement include protecting vulnerable people and developing a positive workforce.

In the previous Peel inspection, areas requiring improvement included the need to improve how the Force scrutinises stop and search data and use of force, and improvements in stalking and harassment investigations.

Improvements in processes, reporting and the recording of stop and search were introduced and implemented to include new Power BI dashboards used internally, and a new scrutiny panel that monitors the use of stop search across the Force.

⁴ [PEEL 2023–25: Police effectiveness, efficiency and legitimacy – An inspection of Dyfed-Powys Police \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/peel/2023-25/)

Changes to the Public Order Act (2023) received royal assent in May 2023 that included a new and expanded use of stop and search and new offences relating to interference with national infrastructure.

Improvements in stalking and harassment investigations now includes undertaking secondary reviews of all DASH (Domestic Abuse Stalking & Harassment) as opposed to only undertaking reviews on high-risk cases. The demand challenges associated with this change have been met with an investment in additional staff to undertake reviews and the creation of a new stalking coordinator post and new civil orders officer.

The Force developed and delivered a new vulnerability training package, and a new intelligent automation solution is being developed in 2024.

The Peel assessment (2023-25) found that the public can be reassured that the Force carries out thorough and effective investigations but recognised the challenges regarding the prompt examination of digital devices during this period.

Demands in Digital Forensics and backlogs reported in 2022, reduced by 82% this reporting period following a number of process changes in 2023. Investments in new hardware and new software have been made, resulting in an overall assessment of substantial assurance with no recommendations from Internal Audit.

The 2023-25 Peel Inspection highlighted the need for the Force to consistently achieve appropriate outcomes for victims, specifically the victim not supporting further action.

Whilst the Peel Inspection recognised that the Force carries out thorough and effective investigations on behalf of the public, improvements to ensure that a victim contract is completed where appropriate was highlighted.

In response to the recommendation the Force is reviewing current processes and scoping technology options and solutions to ensure that the Force is compliant with the Victims Code requirements and will also support any additional requirements under the Op Soteria NOM and changes to the Victims and Prisoners Act (2024), that is anticipated to achieve Royal Assent in May 2024.

Increased visibility and accessibility of neighbourhood policing teams (NPT) to reduce the extent to which they are diverted to other duties was highlighted as an area for improvement. NPTs spend an average of 61% of time as a visible presence within the community against a target of 75% set by the Force due to being diverted to other duties such as supporting response policing teams.

The Force Neighbourhood Policing Model remains at the heart of service delivery and is underpinned by local response, crime investigation, specialist operations and safeguarding functions supported by central hubs. The hubs provide additional crime investigation resources and innovative multi-agency support to meet the key aims and objectives of the Police and Crime Plan that sets the strategic direction and priorities of the Force.

Both direct and in-direct demand has had an impact on Neighbourhood Policing to include peak summer demand, Op Cambrian, and mental health demand.

The Force is working toward consistency with community engagement through the delivery of a new Performance Framework, NPT Strategy and Prevention Strategy and new Mental Health Strategy to include changes introduced by Right Care Right Person. A new Superintendent Prevention post has been established to lead this work.

The Force has maintained the improvements in file quality this period which remains above national average outcomes in Magistrates and Crown Courts. Including maintaining the percentage of submissions of Domestic Abuse files to CPS.

The Capital Strategy, Treasury Management Strategy and Reserves Policy are key components of this process and presentations on outcomes and budget proposals are provided to the Commissioner, Joint Audit Committee Members, external audit and Police and Crime Panel members each year at the Finance Seminar.

The Medium-Term Financial Plan and Capital Strategy are in turn supported by a detailed savings plan, workforce plan, training plan, an ICT Strategy, Estates Strategy, and vehicle replacement programme. This enables detailed budgets (revenue and capital) and workforce establishments to be assigned to departmental areas. Operational Commanders and Departmental Heads are supported by Finance Business Partners and HR Specialists which allows them to identify pressures and feed into the financial planning and monitoring cycle.

From an operational day-to day perspective the process is supported by tasking and briefings, to ensure that staff are tasked appropriately and are contributing fully in a way that is aligned to priorities and Police and Crime Plan priorities.

The CIPFA Financial Management (FM) Code (2020) is a principle-based approach to support good practice in financial management and for demonstrating financial resilience and sustainability. The FM Code is based upon seven financial management standards covering leadership, accountability, transparency, standards, assurance, and sustainability.

An annual self-assessment was undertaken for Dyfed Powys Police by the Chief Finance Officer and Director of Finance in January 2024 which looked across 17 underpinning facets and 68 questions. The review considered the arrangements in place to assess compliance with best practice and identify areas for improvement. The outcome of the self-assessment was presented to Joint Audit Committee Members during the Finance Seminar as part of their assurance work in February 2024. The most recent assessment demonstrates improved compliance within many areas and identified areas where further improvements are needed. An action plan has been developed to review processes in these areas which are mainly focussed on audit governance arrangements, financial resilience scenario planning and options appraisal use / user guidance.

Governance arrangements support robust decision making to achieve the required outcomes and provides a clear reporting line for decisions and actions to be taken. Senior Leaders below Chief Officer level have greater responsibility for chairing and decision making, which supports flexible and responsive actions, better outcomes and accountability for decision making.

The Force undertakes an annual review of the corporate governance structure where cognisance is given to the Force strategic objectives and current position as well as future requirements and considers.,

- Assessment as to how well the governance is supporting the Force to meet its compliance and risk management obligations
- Gain better understanding as to whether the governance is supporting or hindering delivery of the priorities and strategies
- Identification of areas for improvement
- Clarification of roles and responsibilities
- Review of the tactical and strategic decision making process
- Assess robustness and appropriateness

In 2022/23, three area for improvement were identified to include.

- Improvements to meeting alignment
- Improvements in recognition and reporting of interdependent areas of work to be recognised in reporting
- Improvements in meeting discipline/administration of papers (lack of consistency in reporting)

Chief Officer and Senior Leader changes and appointments in 2023 resulted in a high number of meetings and meeting dates being changed which affected meeting alignment. Despite the changes, there were improvements in a number of meetings with regard to timeliness and reporting.

The governance structure introduced in 2022 continues to work well with flexibility to accommodate changes or new business requirements with minor changes made in 2023.

Discipline in reporting requirements has reduced slightly in some areas, in particular to meet the requirement for written updates in advance of meetings and an increase in verbal updates in some areas. There is evidence of an increase in tactical (below the line meetings), and duplication of reporting.

Other issues identified include the removal of standing agenda items from strategic meeting agendas and different templates and formats being used for papers and administration.

Initially all strategic meetings and reporting converged into the Change and Transformation Board and in the latter part of 2023 were moved into the reviewed Force Executive Board.

A new Terms of Reference was developed for the Force Performance Board in 2023 following recommendations from audit. Issues raised by audit included a lack of accountability for force performance, structure of the agenda which was not corporate with no standing agenda items, and no minutes taken in the period 2022/23. These issues have been resolved.

The Force Performance Board meets on the same day as the Force Executive Board and is aligned up to the Policing Board and Police Accountability Board. The changes introduced by the Service Improvement Unit resulted in substantial assurance with one recommendation from Internal

Audit in 2023. This recommendation relates to a custody performance outcome, the delivery plan for this had commenced prior to the audit.

In June 2023, the Terms of Reference for the Change and Transformation Board were reviewed and updated to improve governance and reporting for larger change and transformation projects and programmes within the Force. The changes support proposals for future investment decisions through a more robust process with regard business cases and ongoing monitoring and reporting of change.

In December 2023, the Strategic Criminal Justice, Custody, and Investigations Board was reviewed with Intelligence reporting added to further streamline governance and reporting to support more efficient and timely decision making and improved alignment to portfolio and structural changes.

In 2023, the Strategic Policing Requirement (SPR) Board was reviewed and updated following the publication of the new Strategic Policing Requirement to ensure oversight of the collective capabilities that the Force is required to have in place in support of national arrangements, whilst ensuring local arrangements continue to be relevant and effective.

The inclusion of Violence Against Women and Girls (VAWG) as a national threat in the new SPR, is aligned to the Force priorities that also reports tactically through the established Strategic Vulnerability Board.

A new Terms of Reference was established following issues reported in the 2023 governance review for the People, Culture and Ethics Board. There have been a number of improvements on the previous year however, there remains areas for improvement to include ensuring information reported needs to be more strategic in context, the highlighting of risks and decisions / escalation.

The Information Assurance Board (IAB) includes detailed and well-structured information however, following review a number of improvements are actioned to include.

- Development of an Information Assets register
- Summary dashboards for Cyber Security Risks

Changes to other Boards Terms of Reference in 2023/24 included the reporting of intelligence into the Strategic Criminal Justice, Custody and Investigations Board and the reporting of Prevention into the Strategic Vulnerability Board.

Force governance and reporting requirements align to the new Planning and Assurance Cycle (PAC), specifically in relation to the timings of the production of the Annual Governance Statement.

Following the May 2024 Police and Crime Commissioner election, the Commissioner requested that a fundamental review of governance arrangements be undertaken to ensure that structures fully supported his discharging of statutory responsibilities. Following conclusion of this activity, which will involve consultation with the Chief Constable and Police and Crime Panel members, the Corporate Governance Framework will also be reviewed. The Corporate Governance Framework includes:

- Statement of Corporate Governance that ensures clarity to the way the two Corporations govern both jointly and separately.
- Code of Corporate Governance that sets out how the core principles will be implemented, describing the strategies, arrangements, instruments, and controls to ensure good governance in the two Corporations Sole,
- Scheme of Corporate Governance that defines the parameters within which the Corporations Sole will conduct their business: and,
- Separate policies and procedures for each Corporation Sole, with protocols where they operate jointly.

The Commissioning Framework sets out how the Commissioner aligns the Commissioning Budget with key themes and strategic priorities in the Police and Crime Plan with oversight from the Commissioning Advisory Board.

The framework is part of a series of corporate guidance and documents developed to support consistent and effective processes and practices and supports the implementation of projects and change with a greater emphasis on efficiency gains and/or financial savings.

The go-live of Niche Records Management System went ahead on the 15th May 2023 as planned and was successful in seeing the force migrate from its legacy systems to Niche.

The move to Niche involved significant work reviewing current processes, mapping new processes through to implementing the new processes into Niche, working with three other Forces within the West Coast Collaboration to align processes wherever possible.

Migration to Niche involved several workstreams, all of which required delivery in parallel to ensure successful go live. These included re-engineering the Pronto mobile solution, migration to the National Collision Reporting and Sharing System (CRaSH) and integration with the national fixed penalty processing system (PentiP).

Other integration work included.

- Back Record Conversion (BRC) of data from legacy systems
- Training of all user's force-wide
- Implementation of TWIF (two-way interface with CPS) from the one-way interface
- Interface integration for STORM C&C and PND
- Management Information to enable performance dashboards to be produced

The implementation of the new emergency telephony system continued to replace the current Integrated Command and Control Systems (ICCS). Technical issues emerged and are being addressed with the supplier prior to go-live due to the high-risk nature of the business area.

The first stage delivery of the replacement telephony and ICCS is scheduled for September 2024. In the interim, significant technical and business design preparation work is being undertaken with new suppliers to ensure the system is fit for purpose and operationally acceptable.

The National Law Enforcement Data Service (LEDS) replacement for PNC is following a product centric approach to include a number of products delivered this period. Good progress has been made in line with the national project timescales with the Force meeting all targets that have been set to date.

The Force has moved to a cloud hosted Management Information Platform (Microsoft PowerBI). The platform conforms to the Police Assured Landing Zone on MS Azure with work undertaken by the Performance Team within the Service Improvement Unit, to provide performance dashboards, providing the Force with enhanced data analytical capabilities. The demand for dashboards and enhanced reporting is significant with high demand on the department in the coming year.

As part of the Forces' digital automation journey, the first Robotic Process Automation (RPA) for MARAC (Multi Agency Risk Assessment Conference) was delivered prior to Niche migration. New and additional work was required post Niche implementation utilising third party specialist to assist in the development of a new process, and to upskill internal staff. The new process is expected to go-live in the summer of 2024, a further 20 processes are currently being reviewed.

A Centre of Excellence (CoE) for the Microsoft Power Platform was implemented to empower business areas/departments to digitise and automate their processes while maintaining crucial central oversight and governance of the power apps being developed.

A pilot document redaction tool solution is being tested by a group of users in Force to inform and business case for change for future investment of a solution.

A new ICT Digital Strategy 2024-2030 was approved by the Force and OPCC this period. The strategy sets out the deliverables of the ICT department that supports officers and staff with the appropriate technologies to carry out their roles in an efficient manner.

Demand across ICT continues to outstrip resource capacity with priorities consistently reviewed. A number of areas and developments needing to be put on hold, until resources become available. The Digital Projects Team have experienced significant demands this period impacting on ability to deliver new projects at pace. This is partly due to difficulties recruiting experienced technical staff that has been recognised as a national issue across policing.

The OPCC and Force collaborates with policing partners in the Wales region (Gwent, North Wales, South Wales) and are committed to working together collaboratively to protect the Welsh communities from risk and harm. Collaboration in Wales is supported by a governance and accountability structure that clearly defines the roles and responsibilities of the Policing in Wales Group and the Wales Chief Officer Group. As the Chair for Policing in Wales from June 2024, the Commissioner seeks to further strengthen governance arrangements by creating an oversight board for PCCs in support of them discharging their statutory responsibilities in relation to collaborative activity as outlined in the Policing Protocol 2011.

Despite operational and system challenges and a difficult financial landscape, the Wales forces utilise collaboration to secure greater efficiency and effectiveness in the use of public resources

and are committed to working toward more interoperability and standardisation across all areas of policing.

During this period, a three Force Forensic Alliance Programme was established to include Forensic Accreditation, SARCs (Sexual Assault Referral Centres), and WSAS (Welsh Sexual Assault Services).

The established regional Charge project that focusses on the decarbonisation of police vehicles was reviewed and developed this period to include joint procurement of chargers over a two-year period as a proof of concept to enable Forces to monitor any commercial arrangements.

In May 2023, Right Care Right Person was established and is a national programme of work designed to link people to the right care and supports the appropriate use of referral pathways through an initial triage.

Decisions made at triage will determine if a person requires assessment and support by specialist mental health or social or other third sector services, and the urgency of the response required. Whilst not a formal collaboration, the Wales Forces are working together to implement the changes specifically in relation to policy, processes, and performance reporting.

5. Developing the entity's capacity, including the capability of its leadership and individuals within it

The Commissioner and Chief Constable have defined structures and roles to enable effective leadership as per the Policing Protocol 2011, with local agreements of roles and responsibilities set out in the Joint Corporate Governance Framework.

The Force Leadership Strategy supports the development of existing and future leaders to enable them to reach their full potential. The Force empowers leaders to build effective teams that consistently deliver, understanding that effective leaders directly impact on motivation and retention.

The Force has adopted the College of Policing Leadership Programme, levels 1-3 which includes up to middle managers delivered within Force. Level 4 (Senior leaders) and Level 5 (Executive leaders) are delivered by the College of Policing.

The Force Wellbeing Strategy embraces the Blue Light Wellbeing Strategy and is benchmarked against the Investor in People Wellbeing Standard. The Force Wellbeing Strategy is aligned to seven wellbeing themes within the Blue Light Wellbeing Framework of leadership, absence management, creating the environment, mental health, protecting the workforce, personal resilience, and occupational health.

2023 saw further enhancement of wellbeing support with investment in the strengthening of the occupational health team with an additional counsellor and upskilling both counsellors in EMDR psychotherapy⁵. The Force also widened the group of officers and staff who are offered

⁵ Eye Movement Desensitisation and Reprocessing (EMDR) is a psychotherapy treatment that is designed to alleviate the distress associated with traumatic memories.

psychological screening to identify the need for personal support. The Force introduced Oscar Kilo accredited Wellbeing dogs who provide support for teams attending lengthy or distressing incidents with the dogs frequently visiting the Force Control Centre.

The implementation of a new Occupational Health Patient Management system jointly procured by the three southern Wales Forces has been implemented. The system enables the Force to move away from a paper based Occupational Health records system, improving efficiency, and reducing bureaucracy.

The Development Assessment Profile (DAP) linked to the Pay Progression Standards (PPS) was updated this period to include a requirement to evidence actions taken in support of the National Police Chiefs Council (NPCC) and College of Policing Police Race Action Plan.

Senior Leader portfolios were restructured under the Force Review Programme to improve alignment of functions within portfolios and to ensure the Force is best placed to meet future challenges and to deliver the priorities. The Head of Organisational Development was promoted to Director of People and Organisation in August 2023.

The Business Improvement Unit was reviewed resulting in a new Service Improvement Unit (SIU) being created with responsibility for HMICFRS Inspection, Crime Registry, Performance and Analytics and Governance and Change. The Information Management department moved under the Professional Standards Department.

The Business Support Unit was reviewed, and functions realigned. Payroll and transactional HR moved into the People and Organisational Development portfolio. Traffic processing, PNC, firearms licensing, and property were moved into the Criminal Justice and Custody Portfolio.

The Force continues to work with Unison, the Police Federation and Superintendents Association on the nine-point plan to ensure a consistent approach to how assaults on staff and officers are dealt with. The Force promotes Oscar Kilo, the National Police Wellbeing Services, working closely with the College of Policing, NPCC and Home Office to deliver this service.

6. Managing Risks and Performance through Robust Internal Control and Strong Public Financial Management

There is an embedded risk management culture across both organisations and at all levels, with officers and staff managing risk effectively as part of their day-to-day business.

At a departmental and local level, where risks relate to day-to-day operational activities, they are managed through departmental risk registers unless a risk is required to be escalated to the strategic level where it is assessed and entered into the Force Corporate Register.

Reciprocal arrangements are in place between the Force and OPCC to discuss collectively any risks identified that may have relevance to the other Corporation Sole. If a request to enter a risk on both corporate registers is declined by either organisation, the area of risk may be raised for discussion at Policing Board.

The governance process enables risk to be assigned to the appropriate person(s) or department(s) for mitigation, management, and action. Corporate assurance arrangements incorporate the three lines of defence.

The first line of defence (functions that own and manage risks)

Is formed by managers and staff who are responsible for identifying and managing risk as part of their accountability for achieving objectives. Collectively, they should have the necessary knowledge, skills, information, and authority to operate the relevant policies and procedures of risk control. This requires an understanding of the functional requirements, the department objectives, and the environment in which it operates.

The second line of defence (functions that oversee or who specialise in compliance or the management of risk)

Provides the policies, frameworks, tools, techniques, and support to enable risk and compliance to be managed in the first line, conducts monitoring to judge how effectively they are doing it and helps ensure consistency of definitions and measurement of risk. This includes management information and performance management arrangements.

The third line of defence (functions that provide independent assurance)

Is provided by internal audit activity, Audit Wales, and independent inspection. Sitting outside the risk management processes of the first two lines of defence, its main role is to ensure that the first two lines of are operating effectively and advise how they can be improved, tasked by, and reported to the boards and audit committee. It provides an evaluation, through a risk-based approach, on the effectiveness of governance, risk management, and internal control to the organisation's governing body and senior management. It also gives assurance to sector regulators and external auditors that appropriate controls and processes are in place and are operating effectively.

Information risks are defined as threats to confidentiality: ensuring only authorised persons can access or be provided with information; Integrity: ensuring the information is authentic, accurate and complete; and availability: ensuring authorised persons can access it when they need to at the right time and in the right way.

Information Management risks are reported and managed via the Information Assurance Board. Risks will on occasion be escalated for consideration onto the Corporate Risk register by the Chair of the Information Assurance Board.

The internal audit annual review of corporate risk reported improvements made to eliminate duplication and better align risk reporting and management with the Force governance structure.

No changes were required for the annual review of the Force Risk Appetite Statement, which was approved by the Joint Corporate Governance Board.

The management of risk was subject to internal audit in October 2023, with the outcome of the audit being reasonable assurance with minor changes recommended that have been implemented.

The risks that remained outstanding/registered at the end of the 2023/24 reporting period included.

- CCTV Custody upgrade requirements due to system and storage failures
- Police Funding Formula due to reductions in national grant funding arising from the government review of the funding formula
- Health Care Provision (HCP) custody through failure to meet custody nurse provision supporting detainees welfare
- Property/exhibit management following recommendations from internal audit in relation to detailed property
- GoSafe shortfalls in income and issues with operating costs leading to financial instability
- Health and Safety training and compliance due national withdrawal of training contract and subsequent compliance due to insufficient resources to ensure delivery of mandatory training
- Finance increased demand from external audit delays
- Withdrawal of funding from Welsh Government for PCSOs
- Regional SARCs programme due to delays adversely affecting the support services available to rape and serious sexual assault survivors
- Goleudy Victim Services due to changes in contract and procurement requirements
- ICT disaster recovery plans potential delays in restoring systems/operations
- Business Continuity testing and exercising/readiness plans
- Legally Qualified Persons due to a lack of agreement from the Home Office to provide indemnity leading to a possibility that Police Misconduct Hearings may not take place

Discharged risks or risks under review this period.

- Coroners Officers due to lack of resource resilience and changes to legislation
- BMWN7 engine failure due to issues of robustness following BMW main bearing replacement in engines with potential to lead to catastrophic failure
- Cost of living crisis (impact on staff)
- Cost of living crisis (impact on operational policing)
- Crime recording and the application of outcomes due to changes in organisational structures, operating models, and national changes
- DCCU server capacity failure to comply with ISO17025 standards for the back-up of data
- Affray alarms in custody due to system delays in notifying FCC of activations
- Toxicology (road traffic toxicology) due to risks associated with national toxicology provision
- Joint Firearms Range due to escalating costs having a significant impact on Force budget
- Specialist resourcing within ICT due to shortage of technical skilled resources in the market

The risks associated with Coroners Officers was discharged in February 2024 as all six primary risk elements were effectively mitigated.

The BMWN7 risk was closed in June 2023 following BMWN7 fleet replacement.

The anticipated cost of living crisis reporting in two parts relating to a potential increase in crime impacting on police demand due to economic turmoil, and the potential impact on staff and their ability to meet additional cost of living which was minimum. The linked concerns regarding Industrial Action and demand on policing were managed and monitored through the Tension

Monitoring Group. The impacts from the cost of living crisis were closely monitored with additional support and information made available to staff.

Goleudy Commissioned Services risk related to compliance with contract timeliness for victim updates and VCOP compliance that was mitigated through process reviews and improvements. A risk review in June 2023 highlighted impacts from the changes following the introduction of Niche RMS and gaps in resources to include temporary resources with a number of additional controls put in place.

The extension to the definition of Domestic Abuse were managed through a DA/SH project with no significant impact this reporting period.

Risks in force resourcing was managed through the Force Review Programme across a number of business areas throughout this reporting period.

Health and Safety compliance initially related to the number of IOSH trained staff that was revised following withdrawal of Health & Safety training by the College of Policing and continues to be monitored. A contingency for Health & Safety training was developed and implemented during this period.

Disclosure related to subject access requests and services that had been mitigated through an IT solution and change in process. Delays nationally impacting on the implementation of the Command-and-Control Interface with the National Firearms Licensing Management System and Storm are managed.

The ESN (Emergency Services Network) requirements continue to be monitored, national delays in the implementation of ESN raised concerns regarding the retention of skilled staff for Airwaves which did not materialise.

All risks are reported to the Force Executive Board and Corporate Governance Board with scrutiny of all risk via the Independent Joint Audit Committee.

All Strategic Boards have risk, horizon scanning, policy, and inspection as standing agenda items. Bespoke (directed) reports are prepared and submitted to all Strategic Boards.

In discharging his statutory responsibilities, the Commissioner publicly holds the Chief Constable to account for the Force performance at the quarterly Policing Accountability Board, where he constructively challenges and encourages debate on operational performance.

The Force Performance Board current reports both tactical and strategic performance enabling senior leaders to work together to continuously improve, and problem solve issues identified collectively through an operating model lens. The Force Executive Board enables the Force to review in detail the people, processes, technologies and other essential components and interdependencies to inform strategic decisions.

The Force Business Continuity processes and arrangements were reviewed in 2023 following changes to the Authorised Professional Practice on Business Continuity, to ensure robust arrangements are in place following COVID 19 and the increased agile working introduced into

Force, and to meet the requirements of a number of potential national risks reporting throughout 2023/24.

The Force represents the Wales region on the National Working Group for Business Continuity and has reviewed and redeveloped all templates, guidance and developed bitesize learning videos for all staff that will be available 24/7 from September 2024 onwards. Bespoke training for Gold and Silver Commanders and FIMs to include 'golden hour' plans for specific scenarios is also being developed.

7. Implementing good practice in transparency reporting and audit to deliver effective accountability

The Commissioner and the Chief Constable ensure that decision-makers involved in service delivery are accountable to them through the governance arrangements in place in both organisations. Both websites publish information which is pertinent to the public and stakeholders in line with legislation.

Inspection and audit activity from external scrutiny bodies including the Audit Wales and HMICFRS continue to drive business improvement. Recommendations are duly considered by managers and implemented where appropriate with oversight of all actions through relevant governance groups. HMICFRS outputs are monitored through meetings with business leads. This has resulted in a significant number of areas for improvement (AFIs) and recommendations being discharged by HMICFRS.

Direct comparisons from previous Inspections and the HMICFRS Peel 2023-25 inspection cannot be made due to an increased focus by the Inspectorate on achieving appropriate outcomes for the public and from changes to the aspects of policing inspected.

The HMICFRS recognise that the Wales Forces operate in a different context to those in England whereby Wales need to comply with both English and Welsh regulatory requirements.

Overall, the HM Inspector was satisfied with most aspects of the performance of the Force, also recognising the introduction of the new Niche RMS crime recording system that has affected the timeliness of some activities as officers and staff adapt to new ways of working. Also noting impressive standards in the effective investigation of crime.

The Inspectorate found that the Force responds promptly to calls for service and triages effectively. However, the abandonment rate of non-emergency calls needs to improve as well as improvement in the use of THRIVE (threat, harm, risk, investigation, vulnerability, and engagement) to prioritise the response to calls. The Force has introduced a new daily management meeting that focusses on call volumes and ownership of incidents in lower response grades that has reduced the number of incidents in unmonitored queues.

The Force pursues offenders and manages outstanding suspects that is discussed at daily management meetings. The Force is improving the management of registered sex offenders in line with authorised professional practice.

The effective management of operational need with supporting the welfare of its officers and staff was graded as requiring improvement by the Inspectorate. Concerns included officers and staff in high-risk roles and those dealing with traumatic incidents with the recommendation that the Force needs to improve its understanding of the welfare needs of its officers and staff. The Force provides a range of wellbeing measures, but there is limited awareness across the Force.

The Inspectorate found that the Force's financial plans, including investment programme are affordable and will help the Force to meet future demands achieving Financial Excellence in Policing.

The Force maintains an effective approach to problem solving, working with other public sector agencies with a focus on anti-social behaviour and protecting vulnerable people, with effective arrangements in place to protect vulnerable people.

The Force has a good understanding of demand in all areas, making sure it has the capacity and capability to manage current and future demands in the most efficient manner.

The Commissioner provides external visibility and assurance via the Quality Assurance Panel which is established to scrutinise the quality of police contact with the public. The panel is a transparent and independent forum on behalf of the communities of Dyfed Powys.

Improvements in the Internal Audit (IA) processes have been introduced to include.

- Post audit briefings to strengthen the process
- Improve communications to improve understanding of the IA process
- Key stakeholders to be included in initial IA scope meetings.

Forward plans to further improve the IA process include the reporting of internal audit recommendations and the review of IA scopes at Strategic Boards as a standing agenda item in 2024.

The joint Audit Governance Group meets quarterly to review Internal Audit reports and progress against any recommendations and to agree audit activities and plans and brings accountability for business leads for progressing actions, ensuring improvements are made, risks are identified, managed, and considered in terms of further internal audit programmes. Engagement is sought from the Corporate Governance Group and Joint Audit Committee in finalising the programme.

The internal audit function is contracted to an external agency, preserving operational independence.

The programme for the year 2023/24 included 28 audits. Currently all forces in Wales participate in a collaborative audit programme that provides economic benefit and opportunity for shared learning including the identification of best practice. During the year, 8 of the 28 audits were conducted on a collaborative basis.

12 audits resulted in substantial assurance, 12 reasonable assurance, 2 follow up and 2 limited assurance 2023/24.

Areas attracting Limited Assurance require additional scrutiny requiring attendance from Heads of Service at Joint Audit Committee to provide greater context and to respond to questions. Finalised audits, recommendations and their implementation is monitored by the Audit Governance Group and reported to the Joint Audit Committee.

The Force Corporate Governance Group meets quarterly to consider the adequacy of governance arrangements in the force. The group oversees the annual governance statement process and monitors progress against actions emerging from annual reviews.

The Joint Audit Committee advises on the annual programme of internal audit and produces an annual report summarising key findings of all audit activity and outcomes with recommendations for service improvements acted upon and reported to the Committee. The Commissioner and Chief Constable engage in a Joint Programme of Internal Audit each year.

8. Review and Evaluation of Governance Arrangements

The Commissioner and Chief Constable have responsibility for conducting, at least annually, a review of the effectiveness of the governance framework to include the system of internal control.

The review of effectiveness is informed by the work of the Corporate Governance Group, senior managers within the organisations who have responsibility for the development and maintenance of the governance environment, the head of internal audit's annual report and also by comments made by the external auditor and other review agencies and inspectorates.

The Corporate Governance Group is predominantly responsible for the review of governance, with actions being reviewed by the Joint Audit Committee. The Chair and/or representative of the Joint Audit Committee sits within the Corporate Governance Group.

The Corporate Governance Group meet a minimum of 4 times a year and review progress against AFIs (Areas for Improvement), progress and recommendations from HMICFRS inspection activities. The Corporate Governance Group and Joint Audit Committee review progress and actions raised in the Annual Governance Statement.

In accordance with regulation, the Commissioner and the Chief Constable, having noted the advice of the JAC, have reviewed the effectiveness of its internal audit service. The service has complied with all Public Sector Internal Auditing Standards (PSIAS).

The primary role of Internal Audit is to give an assurance to the Commissioner and Chief Constable on the effectiveness of the controls in place to manage risks. To this end the internal auditor delivers an annual opinion of the effectiveness of the controls reviewed by the internal audit team during the year. This annual opinion, set out in the annual report of the Internal Auditor, is one of the key sources of evidence in support of the Annual Governance Statement. The Head of Internal Audit's Annual Opinion for 2023/24 is as follows:

HEAD OF INTERNAL AUDITS ANNUAL OPINION

“I am satisfied that sufficient internal audit work has been undertaken to allow me to draw a positive conclusion as to the adequacy and effectiveness of the Police and Crime Commissioner’s and the Chief Constable’s risk management, control, and governance processes.

In my opinion, the Police and Crime Commissioner and the Chief Constable have adequate and effective management, control, and governance processes in place to manage the achievement of their objectives.

This opinion is based solely on the matters that came to the attention of TIAA during the course of the internal audit reviews carried out during the year and is not an opinion on the ongoing financial viability or your ability to meet financial obligations which must be obtained by the Office of the Police and Crime Commissioner for Dyfed-Powys and the Chief Constable Dyfed Powys Police from its various sources of assurance.”

AUDIT WALES ANNUAL OPINION

In relation to the 2022/2023 Statement of Accounts. Due to delays in finalising the 2021/22 accounts there were consequential impacts on the completion of the 2022/23 accounts. The draft accounts were submitted to Audit Wales on the 8th of December 2023 for inspection. Audit Wales issued unqualified audit opinions in respect of the 2022/2023 accounts to both the Police and Crime Commissioner and the Chief Constable and were satisfied that the Police and Crime Commissioner and the Chief Constable had appropriate arrangements in place in year to secure economy, efficiency, and effectiveness in the use of their resources. Both the Police and Crime Commissioner and the Chief Constable statutory accounts were finalised on the 15th of March 2024.

Welsh Government have written to Directors of Finance in Wales to confirm the Welsh Government’s expectation for the timescales of the preparation and publication of statutory financial accounts for 2023-24 and the following years, given recent correspondence from Audit Wales that sets out their proposed timetable for the next three years which are shown in the table below.

Year	Preparation	Audit Wales Certification
2023-24 2024-25	30 June 2024	30 November 2024
2025-26 onwards	30 June 2025	31 October 2025
	30 June 2026	30 September 2026

The 2023/4 draft statements have been submitted to Audit Wales by 30th June 2024 with inspection planned from 30th September to 4th November 2024.

9. Conclusion and Commitment Statement

We are satisfied that this report is an accurate commentary on the governance arrangements in place in the Office of the Police and Crime Commissioner and Force and of their effectiveness during this period.

We shall continue to ensure all the necessary steps are taken to implement and scrutinise effective governance during 2024/25 and that the areas identified for improvement are suitably addressed.

A summary of the actions that have been completed or discharged, as were listed within the Annual Governance Statements for 22/23 is provided below.

	Actions	Progress	Status
	Actions 19/20		
3.2	Accessibility and transparency of a number of HR processes	There are 23 HR policies available to police officers and police staff. The policies were transferred from DPPi in 2022. Work is ongoing to upload/replace policies to the force Internet as part of the wider Force Publication Scheme. A new EIA (Equality Impact Assessment) template was introduced in 2023/24.	COMPLETE
	Actions 20/21	None outstanding	
	Actions 21/22		
5.3	To develop an Information Sharing Protocol between the Force and OPCC that underpins the principles set out in the Policing Protocol Order	The principles as set out in the Policing Protocol Order 2023 (updated) with regard to information sharing are clear and specific in sections 17 (k); 19; 23(e & l); 24(f) & 31. There are common standards in place for sharing of information between the Force and the OPCC to include the requirements set out by the Data Protection Act 1998, the Police Reform and Social Responsibility Act 2011, Freedom of Information Act 2000 and the Policing and Crime Act 2017. The Force and OPCC follow the principles of management of police information (MOPI) that ensures both Corporations comply with the law and manage risk associated with police information.	COMPLETE
	Actions 22/23		
6.4	Develop force performance arrangements to ensure efficient performance reporting at all levels in the force	Niche RMA and BI tools are established, performance reporting and the development of products and dashboards is a continuous process as business as usual (BAU).	COMPLETE
6.5	Review arrangements in place to deliver statutory and non-statutory surveys, ensuring feedback from local communities influences changes in service delivery	The National survey following pilot was not rolled out wider following pilot. HDPP extended contract with ORS for another year, there was no break in service and the survey is now linked to a Power-Bi reporting tool. This is subject to scrutiny at LPA and DCC victim focused performance meetings. A quarterly thematic report drawing all quality assurance activity will be reported at the CC Performance Board. During 2023-24, the OPCC have continued to utilise their Victim Engagement Forum for feedback. They have consulted with forum members on the following:	COMPLETE

	Actions	Progress	Status
		<ul style="list-style-type: none"> Barriers that Victims face in reporting DA & RASSO crimes ISVA Recommissioning Domestic Abuse Alarms <p>The Precept Consultation in an annual survey that the OPCC conduct to seek the views and opinion of residents and taxpayers on the PCC's proposals for expenditure in that financial year.</p> <p>In addition to the Precept Consultation, the OPCC consulted with Young People for their views on policing and crime in their area in 2023-24. Feedback was shared with partners at a Youth Conference organised by the PCC's Youth Ambassadors.</p> <p>From May to August 2024, the OPCC will be consulting with the public via an online questionnaire and a series of Focus Groups on what people view the PCC should consider as key priorities for Dyfed-Powys Police in his new Police and Crime plan.</p>	
6.6	Review governance and financial management arrangements in place for the GoSafe Partnership	Under Review. Cuts to funding and financial challenges in this area remain. A regional review led by South Wales Police on behalf of all Wales Forces is underway.	IN PROGRESS
	Actions 23/24		
7.1	Planning and Assurance Cycle review	Improvements required to the Force annual Planning and Assurance Cycle, to include alignment of performance, workforce, operating model and MTFP schedules and reporting requirements was presented in December 2023.	COMPLETE
7.2	Digital Forensics review	<p>The number of cases and devices in the backlog have significantly reduced since the start of 2023 (From 448 to 80 device backlog representing an 82% reduction) following the implementation of several long-term changes within the DFU Action plan, which include:</p> <ul style="list-style-type: none"> - An increase in the number of staff examining devices and the introduction of a two-tier resource structure (new Technician roles) maximising processing efficiencies. - Replacement hardware allowing faster processing times. - Implementation of Improved storage infrastructure allowing efficient data storage and transfer. - Acquisition of new software reducing manual review times. - Refining processes and ensuring proportionate forensic examination strategies. <p>The draft independent review of DFU by TIAA received an overall assessment of 'substantial assurance' with good practice identified with no recommendations for improvement required.</p>	COMPLETE
7.3	Use of Stop and Search/Use of Force	Improvements in processes, reporting and recording stop and search were introduced and implemented to include new Power BI dashboards used internally and a new scrutiny panel that monitors the use of stop search across the Force.	COMPLETE

	Actions	Progress	Status
7.4	Domestic Abuse/Stalking and Harassment (DASH)	DASH (Domestic Abuse Stalking & Harassment) - Secondary reviews of all DASH are being undertaken as opposed to reviews on High Risk which was the case during the inspection. Staffing within the SRAU has changed to 10.45 FTE instead of the established posts of 7. It is clear that the increase in demand and the challenges of NICHE mean that the department is unable to manage with demand with less than 11 staff. The Robotic solution is due to land in June 2024, and we will reevaluate at that point. All issues have been raised in FMS. A new DARA risk gradings are in the process of being rolled out and significant training has been undertaken for secondary assessors and DAO's. A vulnerability hub training package has been developed and will be rolled out to staff in the Summer. Performance data is captured within the hub to monitor and manage queues within the CRU and SRAU allowing greater focus on backlogs in addition there is reporting at ACC's weekly. The stalking coordinator post has been filled and there is a new civil orders officer, helping us to improve the response to victims. The force has delivered Safer lives training to frontline staff with the hope this will improve the service delivery to victims.	COMPLETE
7.5	Internal Audit	The Force tendered a new contract to run from September 2024. Additional key measures have been included within the scope of the contract to ensure all aspects of service delivery are reviewed and up to standard.	COMPLETE
7.6	CIPFA FM Code Compliance – Financial Resilience	The Force has undertaken a further assessment against the Financial Resilience Assessment criteria which will be discussed at the next Strategic Finance and MTFP meeting in July 2024.	IN PROGRESS
7.7	CIPFA FM Code Compliance – Options appraisals	Further work on ensuring option appraisals, benefits realisation, guidance, and communication with stronger links between Change & Transformation Board and Force Efficiency Plan	IN PROGRESS

The following additional actions have been agreed for progressing in 2023/24 as a result of the latest annual evaluation of governance arrangements.

	Actions 24/25	Action Owner/Status	
8.1	Appropriate outcomes for Victims.	In response to the Peel recommendation the Force to undertake review of current processes and technology options and solutions to ensure the Force is compliant with the Victims Code and any additional requirements under the Op Soteria NOM and potential changes following the introduction of the Victims and Prisoners Act (2024)	Criminal Justice
8.2	Neighbourhood Policing Model	Development of a new (revised) Performance Framework, NPT Strategy, Prevention Strategy and Mental Health Strategy to include changes introduced by Right Care Right Person.	Prevention Lead, Operational Policing

8.3	Corporate governance and meetings	Review of meeting agendas to ensure inclusion of standing agenda items in all Strategic Boards to improve corporacy.	Executive Support
8.4	Information Assurance	Improvements to include development of a cyber assets register and summary dashboards for Cyber Security Risks.	Information Management
8.5	Abandonment rates non-emergency calls	Improvements in the abandonment rate of non-emergency calls and improvement in the use of THRIVE to prioritise response to calls.	Force Control Centre
8.6	Wellbeing Awareness	Force to improve awareness of wellbeing support and initiatives to officers and staff, specifically those dealing with traumatic incidents.	People and Organisational Development
8.7	Internal Audit	Improvements in the internal audit (IA) process to include review of IA scopes and reporting of recommendations at Strategic Boards	Finance
8.8	Corporate Governance Framework	<p>Review of the Corporate Governance Framework in 2024. The Corporate Governance Framework to include.</p> <ul style="list-style-type: none"> ▪ Statement of Corporate Governance that ensures clarity to the way the two Corporations govern both jointly and separately. ▪ Code of Corporate Governance that sets out how the core principles will be implemented, describing the strategies, arrangements, instruments, and controls to ensure good governance in the two Corporations Sole, ▪ Scheme of Corporate Governance that defines the parameters within which the Corporations Sole will conduct their business, and., ▪ Separate policies and procedures for each Corporation Sole, with protocols where they operate jointly. 	OPCC

Opinion

No statement of internal control can provide absolute assurance against material loss; this statement is intended to provide reasonable assurance.

On the basis of the review of the sources of assurance set out in this statement, we are satisfied that the Police and Crime Commissioner and Chief Constable had in place satisfactory governance arrangements, including appropriate systems of internal control and risk management which facilitate the effective exercise of functions.

Conclusion

The review of the governance arrangements for the Commissioner and Chief Constable over the last year has identified a number of areas of Policing Services that, if achieved, would demonstrate enhanced accountability, transparency and effective working arrangements as well as strengthening further the governance arrangements in place.

The Commissioner and Chief Constable are committed to a process of continual improvement of governance and will take steps to address the areas for improvement identified. These are identified within the actions listed above and will continue to be monitored throughout 2024/25 as they remain valid and of concern. The monitoring of their implementation and operation will form part of the next annual review.



Dafydd Llywelyn
Dyfed Powys Police and Crime Commissioner



Dr Richard Lewis
Chief Constable



Carys Morgans
Chief Executive and Monitoring Officer



Ifan Charles
Deputy Chief Constable



Nicola Davies
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