



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 2022/23

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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 standards; 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.

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.

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. The Independent Police and Crime Panel for Dyfed Powys Police deals with any formal complaint against the Police and Crime Commissioner.

The force employs a vetting team within Professional Standards to ensure compliance with vetting standards.

Since the introduction of the new Complaints and Misconduct Framework in 2020, the Force has experienced a considerable increase in the number of complaints received. There was a 14% increase in the number of complaints received from 2021/22 to 2022/23. Prior to this, there had been a 21% increase from the previous year. This reflects the increase in complaints nationally, although the increase is not as steep.

	Dyfed Powys	% change	National	% change
2020/21	753	-	67732	-
2021/22	913	21%	75020	11%
2022/23	1042	14%	81142	8%

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

From 1st February 2020, 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 an opportunity to consider any oversight issues identified from complaint reviews. The meetings also provide an opportunity to consider themes and organisational learning.

During the period 1st April 2022 to 31st March 2023, the OPCC received a total of 51 valid reviews with 74 complaint reviews completed during this period including backlog from the previous year. Of the reviews completed, 23 were upheld. 0 were partially upheld, 51 were not upheld. A total of 23 reviews (whether upheld, partially upheld, or not upheld) identified recommendations/lessons learnt.

In October 2022, the Force introduced a Learning the Lessons Board that was established to identify matters that pose opportunities to enable the force to identify improvements and embed learning to mitigate risk. The board promotes a healthy culture of knowledge sharing in Force and enables departments, teams, and individuals to submit ideas and information that includes learning from past mistakes and understanding where problems occur.

The board consider briefings and advice provided by external bodies including, but not exclusively, the Officer of the Police and Crime Commissioner, HMICFRS, IOPC, ICO, OSC, Wales Audit Office, Internal Audit, and the Public Services Ombudsman. The board further promotes the Standards of Professional and Ethical Behaviour and Code of Ethics.

Additionally the Force has an established People Board to oversee, support and improve performance in developing a workforce that is more inclusive, more diverse, and more reflective of our communities and is anti-discriminatory and is responsible for staff and 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.

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 and Monitoring Officer of 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 Days are undertaken, and meetings are held with local communities offering local people the chance to be heard, to discuss issues that affect them, to agree local action to tackle issues and agree priorities. This includes special interest groups and minority groups within the community.

'Here for You' engagement events are held to inform councillors and other representatives of developments and changes within the Force and provide opportunity for people to share any local concerns or issues and supports 'Engaging Widely' promoting one of the values of the 2021-25 Police and Crime Plan.

Engagement is extremely valuable in supporting the Commissioner to identify new and future priorities and confirms the Forces commitment for 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.

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.

The Force also works with a number of partner organisations, to include community safety partnerships and others to tackle crime, disorder, anti-social behaviour and to reduce re-offending.

The Commissioner and Chief Constable regularly publish information on their work and achievements through the 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 undertaken on an on-going basis to inform decision making and support the Commissioner's scrutiny activity. 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 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.

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 requirement under the Freedom of Information Act 2000.

In previous years, the CoPaCC (Comparing Police and Crime Commissioners Police Governance Experts) undertook assessments of how the Office of the Police and Crime Commissioners (OPCCs) fulfilled their statutory obligations for transparency. Since 2021, the decision has been taken not to carry out the Transparency Quality Mark audits however, through internal scrutiny arrangements, the office has ensured that all statutory publishing requirements are met as business as usual.

The Commissioner chairs the Local Criminal Justice Board which meets regularly to consider and discuss the performance of the local criminal justice system and any issues or initiatives being addressed individually or collectively by the criminal justice agencies.

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.

Due to restrictions imposed by the COVID-19 pandemic, all domestic abuse surveying was suspended due to the increased risk to victims that were isolating with perpetrators. Victim satisfaction surveys for all other crime types were also suspended temporarily with automated surveys developed via email used during restrictions until surveys could be resumed.

The Force utilised this period to review survey processes and methods with a decision to outsource surveys to an independent social research company to conduct victim satisfaction surveys that commenced in March 2022 on a rolling 12-month programme.

Early results report good/excellent in a number of areas and is also providing early insights into areas for improvement. As data becomes more available, the Force will be able to identify recurring trends and themes that are reported to the Force Operating Model board.

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

The Police and Crime Plan is the five-year 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 OPCC communicates activity to the public through the website and by various engagement activities such as the council tax leaflet.

In January 2022, the Force launched the first Neighbourhood week of action in recognition of the crucial role Neighbourhood Policing officers, PCSO's and volunteers perform in the community. The Neighbourhood Policing model remains at the heart of service delivery and continues to be underpinned by local response, crime investigations, specialist operations and safeguarding functions, centrally supported by the established multi-agency vulnerability hub.

The Force overachieved the Year 3 Operation Uplift target of 1304 by the required date of March 31st, 2023, and also contributed to achieving the national target of 20,000 additional officers by recruiting a further 13 of an agreed 15 overspill target.

Over the 3-year period of Operation Uplift great emphasis was placed on improving the diversity of the workforce with positive action support for underrepresented groups. This resulted in the Force improving the proportion of female officers from 34% to 36% and improving the proportion of officers who identify as Black, Asian, Mixed or Other from 1.3% to 2.4%.

To ensure the Forces ability to maintain officer numbers and continue to be able to attract and retain talent in an increasingly challenging employment market. The Force has developed a new Retention Policy and will be introducing new roles to include the recruitment of a Talent Attraction Officer and a Wellbeing Retention Officer.

The Force will be replacing the existing exit questionnaire with a face-to-face exit interview with officers/staff as soon as the force becomes aware that they may be resigning.

The Force achieved Gold Level Investors in People accreditation on 15th December 2022.

In September 2022, the Force launched the Force Review Programme which has been established to support, challenge, and facilitate the identification of operational and business improvements to support the delivery of budget savings targets of c.£10M over the next 3 years.

The new programme will ensure Force business is delivered in an affordable and sustainable manner, whilst ensuring any changes do not detract from operational and business priorities and will also provide a platform for new ideas, utilising and adopting best practice from both internal and external resources and challenge the current methods of thinking and ways of working.

The Force has made a number of improvements following the Accelerated Cause for Concern (HMICFRS) in terms of crime recording and crime data integrity in 2021. The concern was removed following inspection in July 2022.

The Force Management Statement details the demand for police services and the resources required to meet those demands, together with the details of identified areas to be addressed through investment.

The End-to-End project that focussed on force-level crime, investigation and outcomes introduced a new Crime Incident Hub (CIH) with an aim to improve processes from initial point of contact, recording, investigation and the application of outcomes completed in 2023.

The nine principles of End-to-End predominately related to demand management with reporting in March 2022 confirming the CIH dealing with 75% of scheduled incidents with a positive outcome rate improvement of 8-11%.

The project and new operating model highlighted a number of areas for improvement, with additional increased external scrutiny, performance tools and dashboards highlighting issues in crime investigations.

To continue to improve service, End-to-End was closed and a new programme of work has been established supported by a Force Operating Model Board. The programme is structured around

the HMICFRS Victim Service Assessment, focussing on improved performance as opposed to demand management to ensure victims are supported, harm is prevented and the justice system more effective.

The Force is committed to sustainability and decarbonisation and achieving a greener and more sustainable environment.

The Force Sustainability Group reviews all sustainability impacts with reporting from energy management and utility management groups tracking consumption and energy savings initiatives and action 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 technologies and fabric improvements. Funding for works are included in the Medium-Term Financial Capital plan and will focus on sub divisional headquarter buildings in the coming years. The Force is committed to the Wales Sustainability and Decarbonisation Strategy and Action Plan introduced in 2022/23.

A new waste management contract mobilised is targeted to reduce landfill significantly, reduce the Force carbon footprint and create savings. 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.

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

Police and Crime Plan outcomes and Chief Constable priorities are underpinned by delivery plans that detail the interventions needed. This is supported by performance information considered at the Force Performance Board which is chaired by the Chief Constable as well as the Policing Board and Police Accountability Boards which regularly focus on delivery against intended outcomes.

In April 2022, the Chief Constable confirmed the 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

The Force has integrated the Force Management Statement process into its Annual Planning cycle. This provides a strong link between FMS recommendations, Strategic (MORILE) assessment processes, workforce planning, the capital strategy and ultimately the Medium-Term Financial Plan which form part of the Commissioner's annual precept setting considerations.

The Force identified a need to review victim referrals to victim care services in the summer of 2022. A continuous improvement event was held to review process changes, highlighting

overdesign and bureaucracy in process. The Force simplified the process from three categories to the standard and enhanced categories in line with the Victims Code that resulted in backlogs being eliminated within a month of the changes being introduced.

Demands in Digital Forensics with an upward trajectory of demand has resulted in backlogs with the Force looking at how demands can be minimised through effective triage. Investment in additional resources and a new server capability is being developed along with viable options to prioritise investment in this area going forward.

The introduction of the Bail Act (2022) resulted in changes required to IT systems to manage the new processes. In addition the Police Crime, Sentencing and Courts Act (2022) in relation to policing, amended the Crime and Disorder Act 1998, Police and Justice Act 2006, Police and Criminal Evidence Act 1984 and offences under sections 12 and 14 of the Public Order Act 1986.

The Drones Project commenced in November 2022, training 10 pilots from the Roads Policing Unit with pre-planned deployments commenced in December 2022 and spontaneous deployments planned from January 2023 following CAA sign off. A replacement marine vessel commenced operation in November 2022.

2022/23 saw a significant increase in direct action protests, industrial actions and strikes across the UK. The Force works with the NPCC Operations Coordination Committee to mitigate the impacts of disruption. Force resources supported Operation London Bridge, the funeral plan for Queen Elizabeth II.

Throughout peak periods and surges in demand, the Force has maintained its commitment to ensuring an effective policing response to our communities through prioritising sufficient resourcing during peak demands. Ensuring officer safety and welfare and 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.

Corporate Communications ran several external facing campaigns to raise awareness, provide information, and effectively manage community engagement over the summer period aligned to key priorities.

These campaigns included the promotion of a service to make streets safer for women, Operation Flamenco, targeting illegal raves; Operation Darwin aiming to increase the safety of motorcyclists and other road users; Anti-Social Behaviour Awareness week, and a Domestic Abuse campaign to encourage the reporting of crime, which increases over the summer period.

The Force has been graded by HMICFRS¹ (published 2022) as being Good at preventing crime, responding to the public, protecting vulnerable people, and developing a positive workplace. Adequate for investigating crime, supporting victims, recording data about crime, managing offenders, disrupting serious and organised crime and good use of resources.

Areas requiring improvement regarding treatment of the public relates specifically to the need to improve how it scrutinises stop and search data and use of force and requires improvements in stalking and harassment investigations.

To protect the communities within Dyfed Powys and disrupt criminality, the use of stop and search is an effective tool. An internal review reporting in March 2022, identified areas for improvement to include use of body worn video to be reviewed by supervisors with dip samples of searches undertaken to ensure that there is no specific disproportionality. It was also highlighted that data used to determine disproportionality is based on volumes and includes visiting and transient populations from cross border activities.

In February 2022, in response to findings from Peel Inspection, the Force reported progress on the Domestic Abuse Stalking and Harassment project that focussed on initial identification and response, investigation, criminal justice outcomes and safeguarding. The results of the interim review determined actions to be taken to.

- Improve response from initial contact to finalisation
- Future proof processes to continuously improve services to victims
- Develop new training and improve knowledge

There are a number of external influences and requirements considered that include.

- National Vulnerability Action Plan (NVAP)
- Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy & Action Plans
- HMICFRS. Police Response to Violence Against Women and Girls (Sept 2021)
- Domestic Abuse Act 2021 (statutory guidance July 2022)

During this period, the reporting structure for Rape and Serious Sexual Offences Operational Group was aligned to Op Soteria.

Improvements in file quality with CPS resulted in above national average outcomes in Magistrates and Crown courts including a 31% increase in submission of Domestic Abuse files to CPS in 2022.

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

¹ [PEEL 2021/22: Police effectiveness, efficiency and legitimacy – An inspection of Dyfed-Powys Police \(justiceinspectors.gov.uk\)](https://www.justiceinspectors.gov.uk/peel-2021-22-police-effectiveness-efficiency-and-legitimacy-an-inspection-of-dyfed-powys-police)

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, briefing, and individual DAP processes 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 to 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 is undertaken across the 17 underpinning facets and 68 questions to consider the arrangements in place, assess compliance and identify areas for improvement. This assessment is considered by the Joint Audit as part of their assurance work. The most recent assessment demonstrates improved compliance with a few areas for improvement as identified in the action plan.

Governance arrangements support robust decision making in order 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 chairmanship and decision making, which supports flexible and responsive actions, better outcomes and accountability for decision making.

In November 2022, a small number of changes to meetings were made with Supporting Victims and CDI Board moved from the Strategic level with the tactical group reporting into the Change and Transformation Board following the confirmation of improvements in crime recording and crime data integrity in 2021, that was removed in July 2022.

The term 'Recovery' was removed from the Recovery, Change and Transformation Board post COVID and a new Strategic Finance and MTFP Board was established in October 2022, to meet monthly. The change recognised and was in support of the financial challenges in Force.

A Learning the Lessons Board has been created, and the Strategic Policing Requirement (SPR) Board was reviewed with Terms of Reference updated following the publication of the new SPR in February 2022.

Governance and reporting is subject to annual review (March) and considers.

- Assessment as to how well the governance structure is supporting the force to meet its compliance and risk management obligations.
- Gain a 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

Three areas 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)

Overall, the changes to governance introduced in 2021/22 is working effectively with two Boards highlighted for review.

- People Board
- Performance Board

The formal business case process is supported by the Change and Transformation Board and the Strategic Finance & MTFP Board. A Benefits Management Framework is in development that will set out the principles and approaches to be adhered by the Force.

The framework is part of a series of corporate guidance and documents developed in force, 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 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.

Single Online Home (SOH) continues to develop and expand new or enhanced online services through the introduction of.

- Online reporting of Bribery and Corruption, Hate Crime, Missing Persons, Information Rights (SAR)
- Service enhancement of Thanks Form, Firearms Licensing, Contact Us, Anti-Social Behaviour (ASB) Reporting, Street Safe, Complaints
- Advice and Information to include Sextortion, Peer-to-Peer Child Abuse, Oil Tank Theft, Anonymity, Drove, Stop and Search
- Online Request via Request a Crime Update Advice

Reviewing and testing the new and enhanced services, continues to have a substantial drain on resources in order to check and test services within the nationally agreed timescales.

The planned 'go live' date to replace the Force records management system to Niche RMS of February 2022 was rescheduled to May 2023. The Force has joined the West Coast Collaboration instance of Niche.

Finalisation of the processes and detailed back record conversion (BRC) work continues to take place, with the number of drops of Niche being delivered up to go-live in order that any agreed

change requests or issues raised are addressed. Each iteration of changes and BRC loads are tested, and training of staff has commenced.

Preparations for the change include.

- Training
- PRONTO mobile data development/alignment/integrations
- TWIF (two-way interface with CPS)
- Other interface developments (STORM C&C, PND)
- Management information mappings to enable performance dashboards to be produced

In addition, the scope of the changes has necessitated the need to implement the National Collision Reporting and Sharing system (CRaSH) and integration with the national fixed penalty processing system (PentiP).

The Force is replacing its emergency Telephony and Integrated Command and Control (ICCS) solution. The project will deliver the new solution in stages, with the first stage delivering a replacement telephony and ICCS in September 2023, the second stage is to deliver a new Customer Relationship Management (CRM) solution in 2024. A significant technical and business design preparation work has commenced working with new suppliers.

The National Law Enforcement Data Service (LEDS) replacement for PNC, is following a product centric approach and a number of products have been delivered to include the LEDS Drivers and Property Products.

The Force has moved to a cloud hosted Management Information Platform (MS PowerBI). The platform conforms to the Police Assured Landing Zone on MS Azure with work commenced by the Performance Department to provide officers at all ranks with current and relevant performance dashboards, providing the Force with enhanced data analytical capabilities.

As part of the Forces' digital automation journey, the first Robotic process Automation (RPA) process for MARAC (Multi-Agency Risk Assessment Conference) has been successfully automated with 20 plus processes being considered for automation with work on the vetting process commenced.

Demand across ICT continues to outstrip resource capacity, with priorities consistently reviewed with a number of areas and developments needing to be put on hold until resources become available. This is partly due to difficulties recruiting experience specialist 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.

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.

In May 2022, Police Collaboration Wales directed a review to scope opportunities for long term collaborations to include SARCs (Sexual Assault Referral Centres), Forensic Collision Investigation, Forensic Services to include ISO Accreditation and Quality Management Systems.

The Wales Forensic Summit in August 2022, highlighted the complexity, growing demand and financial liabilities that resulted in proposals for a phased approach for change through a Strategic Forensic Alliance.

In June 2022, the Force commenced hosting the West and Southern Coast Consortium (WSCC) Forensic Collaboration arrangement with 19 participating forces.

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 Welsh Chief Officer Group.

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 wellbeing of our workforce is of paramount importance and a key priority, particularly in anticipation of the uncertainties that will develop through the Force Review Programme. The Force Wellbeing Strategy embraces the Blue Light Wellbeing Strategy and is benchmarked against the Investor in People Wellbeing Standard.

The Force Review Programme undertook consultation on the Future Organisational Leadership Structure in February 2023. The proposed structure is developed to ensure the Force is best placed to meet future challenges and to deliver the priorities, with streamlined reporting lines and re-alignment of functions.

Officers and staff have continued to deliver high standards of service to our communities in a period of uncertainty. Many have done so whilst managing their own concerns and fears, balancing competing demands both professionally and personally. Mental and physical wellbeing is at the core of the Chief Officers' and Commissioners' focus, as is ensuring support to our workforce.

In collaboration with the Gwent and South Wales forces, the Force has procured a new patient management system to enable the Force to move away from a paper based Occupational Health records system improving efficiency and reducing bureaucracy. The implementation of the new system will be achieved 2023/24.

The Development Assessment Profile (DAP) is linked to the Pay Progression Standards (PPS) introduced in April 2022 for police officers, linking performance and progression to include certification by each officer and staff member.

The Force promotes an ethos of continuous improvement and is proactive in promoting innovative practice in order to reduce organisational costs and improve performance. This includes ensuring staff have the opportunity to help shape organisational change and service improvements.

The Force continues to work with Unison, the 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 Officer 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 and monitored within the department and escalated in-line with departmental risk tolerances 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 only distinction in the manner in which risks are handled in each Corporation Sole is as regards to the risk scores, which will be determined independently within the context of the Force and OPCC registers. 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 company, its objectives, the environment in which it operates, and the risks it faces.

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. Included Management Information and performance management arrangements.

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

Is provided by internal audit activity and independent inspection. Sitting outside the risk management processes of the first two lines of defence, its main roles are to ensure that the first two lines of are operating effectively and advise how they could be improved. Tasked by, and reporting to the board / 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 can also give 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. An Information Management Risk Policy is in place.

The annual review of corporate risk reported in March 2023 following a review of the risk management process, forms and register with improvements made to include changes to process to remove duplication and align the reporting and management of risk to the force governance structure. Recommendations included undertaking an annual review of the risk appetite statement to be signed off by the joint Corporate Governance Board.

The management of risk was subject to internal audit in August 2022 with the outcome of the audit being substantial assurance with no recommendations.

The main risks that remained outstanding/registered at the end of the 2022/23 reporting period included.

- CCTV Custody upgrade requirements due to system and storage failures
- Custody Affray Alarms due to system delays in notifying FCC of affray alarm activations in custody
- DFU Server Capacity Failure to comply with ISO17025 standards for the back-up of data
- Toxicology (Road Traffic Toxicology) due to risks associated with national toxicology provision
- Police Funding Formula due to reductions in national grant funding arising from the government review of the funding formula
- BMW N7 Engine Failure due to issues of robustness following BMW main bearing replacement on N57 engines with potential to lead to catastrophic engine failure
- Coroners Officers due to lack of resource resilience and changes to legislation
- Health Care Professional (HCP) Custody through failure to meet custody nurse provision supporting detainees welfare
- Property/Exhibit Management following recommendations from internal audit in relation to detained property

- Go Safe through shortfalls in income and issues with operating costs leading to financial instability
- Joint Firearms Range following escalating costs having a significant impact on the force budget
- Crime Recording and the Application of Outcomes due to changes in organisational structures, operating models, and national changes

Discharged risk or risk under review during this period.

- Cost of Living Crisis (Impact on Operational Policing)
- Cost of Living Crisis (Impact on Staff)
- Goleudy Commissioned Services
- Domestic Abuse Act (Impact on Demand)
- Industrial Action
- Force Resources (Risk & Business Continuity)
- Organisational Use of ANPR
- Health & Safety Compliance
- Disclosure (System changes)
- Resources (RMU)
- GUCCI (Gazetteer Update Command & Control Interface, NFLMS/Storm)
- Ineffective Recording of Crime at Source
- ESN (Retainment of skilled staff for Airwaves)

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.

Goleudy Commissioned Services related to compliance with contract timeliness for victim updates and VCOP compliance that was mitigated through process reviews and improvements. 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.

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 the Command-and-Control Interface with the National Firearms Licensing Management System and Storm are managed.

Ineffective recording of crime at source following an accelerated cause for concern from HMICFRS was managed through the End-2-End project, a Force level Crime Data Integrity Plan and new auditing activities to attain and sustain a 95% target rate implemented.

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, Corporate Governance Board and Change and Transformation Board with scrutiny of all risk is via the [independent] Joint Audit Committee.

All Strategic Boards have risk, horizon scanning, policy and audit and inspection as standing agenda items. Bespoke (directed) reports are prepared and submitted to boards. The reporting of risk is a standing item on update reports submitted to boards.

Governance arrangements support timely and targeted performance and financial management monitoring at various levels of the organisations. 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 interim Performance Board arrangements introduced by the Chief Constable in 2022 are currently under review. The review considers the new changes to performance reporting through the introduction of PowerBI (Business Intelligence) and Azure tools to create performance packages that are more accessible and ease of analytics, creating more timely reporting.

The interim arrangement of a monthly performance board supports the oversight of Force priorities and strategic performance that enables senior leaders to work together to continuously improve and problem solve issues identified collectively through an operating model lens. This has enabled the Force to review in detail the people, processes, technologies, and other essential components to inform strategic decisions going forward.

As well as enhancing and developing the Forces own performance reporting requirements, these changes support the National Crime and Policing Measures that have been designed to focus effort on key national priorities, allowing performance to be measured and to help demonstrate value for money in policing.

Force performance involves a combination of factors that will also inform restructures as part of the Force Review Programme.

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.

The Force has been graded by HMICFRS² (published 2022) as being Good at preventing crime, responding to the public, protecting vulnerable people, and developing a positive workplace. Adequate for investigating crime, supporting victims, recording data about crime, managing offenders, disrupting serious and organised crime and good use of resources.

The Inspectorate found that the updated IT systems in the Force Communications Centre (FCC) was contributing to improvements to its crime recording of all reported crime.

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 gives a good range of wellbeing support to its workforce, taking action to make the workforce more representative of its communities.

The Force has an effective 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 Force needs to improve how it scrutinises stop and search and use of force, specifically the consideration of the data and analysis to fully understand if these powers are being used fairly and effectively.

Whilst investigations are effective and timely and carried out with appropriate supervision. The Inspectorate highlighted the need to improve how stalking and harassment investigations are carried out.

The Force undertook due diligence to include options for future delivery of internal audit services this period. CIPFA were commissioned to undertake an assessment of the Internal Audit (IA) function of the Force. Reporting in October 2022, some concerns were raised concerning the planning of audits and how audit themes were chosen but overall internal audit was seen as an important resource that supports good governance in the Force. A small number of recommendations were made to improve the process to include.

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

The Force 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,

² [PEEL 2021/22: Police effectiveness, efficiency and legitimacy – An inspection of Dyfed-Powys Police \(justiceinspectors.gov.uk\)](https://www.justiceinspectors.gov.uk/peel-2021-22-police-effectiveness-efficiency-and-legitimacy-an-inspection-of-dyfed-powys-police)

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 currently contracted to an external agency, preserving operational independence. The programme for the year 2022/23 included 23 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, 11 of the 23 audits were conducted on a collaborative basis.

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.

9 audits resulted in substantial assurance, 7 reasonable assurance, 2 advisory and 2 limited assurance and 3 deferred to 2023/24. Collectively these finalised audits received 52 recommendations, the implementation of which will be monitored by the Audit Governance Group and reported to the Joint Audit Committee.

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.

The Audit Committee agreed the 2022/23 plan on 23rd March 2022.

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 of the Joint Audit Committee sits within the Corporate Governance Group.

The Corporate Governance Group met 4 times in the last year to collate evidence and assess progress against a matrix of evidence designed to demonstrate the Policing Services' compliance with the Core Principles. This matrix forms the evidence base for this Annual Governance Statement.

In May 2023, the Corporate Governance Group met to review governance arrangements and during this meeting recognition was given to the considerable progress the Force has made against the AFIs and recommendations borne out of HMICFRS inspection activity as well as the continued delivery of high standards of policing.

The Group identified a number of areas for improvement in governance arrangements that are reflected in the matrix of evidence as well as this Annual Governance Statement and are detailed as actions for 2023/24.

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 2022/23 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 2021/22 accounts despite having achieved submission to Audit Wales by the end of May 2022, a number of issues were identified during the statutory audit process in relation to the quinquennial asset valuation. After extensive discussion, review, and due consideration by key stakeholders, including the Joint Audit Committee, a further independent valuation was competitively procured. After appropriate due diligence of the new valuations, which were received in late November, the Statement of Accounts were updated and submitted to Audit Wales at the end of January 2023. The statutory audit concluded in July 2023.

Audit Wales issued unqualified audit opinions in respect of the 2021/2022 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 at the end of July 2023.

In relation to the 2022/2023 Statement of Accounts. Due to the demands and the notified extended audit deadline, there were consequential impacts on the 2022/23 accounts. The draft accounts were submitted to Audit Wales in mid-December 2023 with the statutory audit commencing in January 2024.

Welsh Government provided a framework for completion of the annual accounts for 2022/23 which required preparation and certification of draft accounts by 31st July 2023 and publication of final audited accounts by 31st December 2023 for all government bodies in Wales.

The accounts and Audit (Wales) Regulations 2014 already make provision for an authority having to delay in preparing and publishing their annual financial accounts. By virtue of regulation 10(4) authorities are able to include a note on websites to say why they have not prepared or published their accounts within existing deadlines to comply with legislation.

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 2023/24 and that the areas identified for improvement, suitably addressed.

A summary of the actions that have been completed or discharged, as were listed within the Annual Governance Statements for 2019/20, 2020/21 and 2021/22 is provided below.

	Actions	Progress	Status
	Actions 19/20		
3.2	Accessibility and transparency of a number of HR processes	HR have transferred all their policies into the new DPPi2 Policies and Procedures template and are accessible to all staff. A policy review schedule is in place and progress is tracked at JNCC for terms and conditions related policies and People, Culture & Ethics Board for other people related policies owned by People & Organisational Development Teams. Policy updates are a continuous process and based on. <ul style="list-style-type: none"> ▪ Changes in employment legislation ▪ Force need e.g. Recruitment and Change Policies in 2022 updated to support Force Review requirements ▪ Lesson learned from practical application of policies ▪ Requests for change from staff side (Unison/Federation) 	IN PROGRESS
3.5	A more structured and consistent approach to learning from problem solving, mistakes and lessons learned.	A strategic Learning the Lessons Board was established in October 2022. A new online learning the lessons solution has been created to support learning and lessons in force.	COMPLETE
3.6	Governance and financial management of collaboration arrangements.	The financial management of collaboration arrangements is well established within the regional collaboration governance and via Finance JAG.	COMPLETE
	Actions 20/21		
4.2	Establish and monitor a recovery plan in order to identify new and improved organisational and operational delivery of services and to understand lessons learnt from our response to the coronavirus pandemic.	All portfolios and business areas now report into the Recovery, Change and Transformation Board and this will continue as business as usual coming out of the pandemic.	COMPLETE
4.4	Set out the process by which the Business Improvement and Information Management Department carries out its audit functions which aim to drive improvement to data integrity. Ensure that where gaps are identified through HMIC	Following restructures, a request to undertake CI events for Information Management are due to take place. Following HMIC Inspection with regard Crime Data Integrity, the force has taken a number of actions and improvements to include an increase in 4 resources into the CDIU to manage demand. New and additional training, process improvements ensuring compliance and accuracy with the guidance. Since October 2022	COMPLETE

	Actions	Progress	Status
	inspections, Force deep-dive activity and the FMS, these are monitored and addressed through the appropriate mechanisms.	there is an upward trajectory in relation to CDI compliance which is continuously monitored by the CAT.	
	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 Force and the OPCC have signed up to the WASPI (Wales Accord on the Sharing of Personal Information). A formal information sharing agreement is currently being finalised in line with a common WASPI template.	IN PROGRESS
5.4	To develop the principles of a Board Assurance Framework that supports in the identification of corporate governance risks, thus informing the AGS, FMS and any other related documentation.	Force Risk was subject to internal Audit in 2022 with substantial reassurance and no recommendations. A Risk Framework has been developed in Force that is recognised as best practice nationally.	COMPLETE
5.6	To establish and embed a robust approach to Change and Programme Management in both the Force and OPCC ensuring appropriate governance is in place.	The changes in the Force governance structures introduced in 2022 are now well established and were reviewed in February 2023. Guidance and frameworks that support project and programme management have been developed to include Risk, Benefits, Continuous Improvement & Policy. The use of five case business case methodologies is being introduced for business cases and a series of standard project documents have been created into a single workbook to support projects and change.	COMPLETE
	Actions 22/23		
6.1	To embed the new governance framework and group responsibilities, ensuring they support good governance and effective organisational management.	The annual review of the Corporate Governance Framework was undertaken and reported in March 2023, with a revised version published and communicated within Force/OPCC.	COMPLETE
6.2	To develop and implement the Chief Constable's Delivery Plan, ensuring delivery of Police and Crime Commissioner's Police and Crime Plan and Chief Constable's priorities.	The Chief Constables Delivery Plan is published. Progress on the delivery plan is reported at the Policing Accountability Board which is a quarterly public forum.	COMPLETE
6.3	To restructure the OPCC, ensuring appropriate resources and processes are in place to support the delivery of the Commissioner's responsibilities in line with his Police and Crime Plan.	The restructure is complete, and roles have been embedded within the organisation, ensuring greater support of the delivery of the Commissioner's responsibilities in line with his Police and Crime Plan and as per outlined in the OPCC Business Plan.	COMPLETE
6.4	Develop force performance arrangements to ensure efficient performance reporting at all levels in the force	The Introduction of Niche and creation of PowerBI Dashboards completes this action.	COMPLETE
6.5	Review arrangements in place to deliver statutory and non-statutory surveys, ensuring	Under review, interim arrangements in place post COVID.	IN PROGRESS

	Actions	Progress	Status
	feedback from local communities influences changes in service delivery		
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 currently.	IN PROGRESS
6.7	To consider the organisation's Corporate Services function and whether it adequately supports organisational business.	Area of business was reviewed/restructured as part of the Force Review Programme with changes implemented in 2023. The corporate services functions are now aligned into the new Service Improvement Unit (SIU).	COMPLETE
6.8	As identified as part of the self-assessment of compliance to the CIPFA Financial Management Code, further develop financial resilience indicators and sensitivity analysis in relation to service demand changes, which will be considered through the Medium-Term Financial Planning process.	This action is subject to ongoing consideration as part of the medium-term financial planning process. Two new actions have been included 2023/24.	COMPLETE

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

	Actions 23/24	Action Owner/Status
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. Service Improvement Unit
7.2	Digital Forensics review	Action to be taken to reduce backlogs and develop new triage process for the management of demand Digital Forensics Unit
7.3	Use of Stop and Search/Use of Force	Following HMICFRS recommendation, improvements to be made on how the Force scrutinises stop and search data and use of force. Operations
7.4	Domestic Abuse/Stalking and Harassment (DASH)	Following HMICFRS recommendation, improvements to be made in the Forces response to DASH through <ul style="list-style-type: none"> ▪ Improving response from initial contact to finalisation ▪ Future proof processes to continuously improve services to victims ▪ Develop new training and improve knowledge Public Protection/CID
7.5	Internal Audit	The force to undertake due diligence to include options for future delivery of internal audit services. Chief Finance Officer/ Director of Finance
7.6	CIPFA FM Code Compliance – Financial Resilience	Further work on Financial Resilience Assessment to be undertaken to include scenario planning and consideration of mitigations Chief Finance Officer/ Director of Finance
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 Service Improvement Unit/ Director of Finance

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 2023/24 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 of Staff and Monitoring Officer



Steve Cockwell
Deputy Chief Constable



Beverley Peatling
Chief Financial Officer



Edwin Harries
Director of Finance