



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 2021/22

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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 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 Corporations Sole 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
- Dignity in the Workplace Policy
- Fairness at Work Policy
- Notifiable Association Policy
- Business Interest Policy
- Vetting Policy
- Substance Misuse Policy and Guidance
- Police Staff Misconduct Policy

The Commissioner and Chief Constable continue to promote an ethical culture and provide a forum that considers ethical dilemmas. The Ethics Committee, which meets quarterly and includes representatives from both the OPCC and the force, also benefits from having an independent Chair from academia. The Chair will convene additional meetings if deemed necessary or if requested by the Commissioner and/or the Chief Constable.

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.

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. Any complaints against the Chief Constable are dealt with by the Commissioner. The force employs a vetting team within Professional Standards to ensure compliance with vetting standards. Complaints of a more serious nature are passed to the office of the Independent Office for Police Conduct (IOPC). The Independent Police and Crime Panel for Dyfed-Powys Police deals with any formal complaint against the Police and Crime Commissioner.

Dyfed Powys Police has also introduced many initiatives to make the complaints process more accessible, including signing up to the Single Online Home platform and establishing a dedicated complaint handling team at first point of contact.

Changes to legislation effected in early February 2020 led to Police and Crime Commissioners acquiring statutory remit to carry out independent reviews of police complaints, where the Commissioner is the relevant review body and the complainant formally requests a review in respect of the Force's handling of their complaint. During the period 1st April 2021 to 31st March 2022, the OPCC received a total of 56 valid reviews, of which 8 were upheld, 3 were partially upheld, 25 were not upheld and 20 are currently awaiting consideration. A total of 17 reviews (whether upheld, partially upheld, or not upheld) identified recommendations/lessons learnt.

It is an area of considerable growth and additional work for the Commissioners' office. There has been an unprecedented and unpredicted level of demand for reviews since the summer of 2021, not only experienced in Dyfed-Powys but in other Force areas, that has resulted in some issues relating to timeliness. However, we have been steadfast in our desire not to rush any appeal and ultimately ensure a high level of service is provided in this regard. Additional resources have been allocated to address this area of need.

Monthly meetings are held between the PSD and the OPCC, where specific complaint related matters are discussed, and force activity is scrutinised on behalf of the Commissioner. It also offers an opportunity to consider themes in organisational learning.

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 of Staff 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.

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 an Annual Report, the Commissioner's monthly e-bulletins, agendas, and minutes of public meetings, as well as records of any decisions taken by the Commissioner.

To support openness and comprehensive stakeholder engagement, an Engagement and Communications Strategy is in place that sets out how local people will be involved with the Commissioner and the Chief Constable to ensure that they are part of decision making, accountability and future direction.

The pandemic changed the way in which the police and the Commissioner's office were able to engage with the public whilst adhering to social distancing. These restrictions further imposed limitations on public movement, brought fear and frustrations to communities, that resulted in increased volumes of anti-social behaviour, public order offences and concerns over hidden crimes.

Throughout this reporting period, the Commissioner has continuously engaged with the public through a regular programme of Community Engagement Days, making best use of all available technology to virtually connect to people and groups across the counties of Dyfed-Powys.

Digital engagement has continued throughout the second year of the pandemic, and this has enabled communities to continue to ask questions and share their views and concerns directly with the Commissioner, supporting the commitment for meaningful, far reaching public engagement.

'Connecting with Communities' was one of the priorities of the 2017 to 2021 Police and Crime Plan, with the Office of Police and Crime Commissioner continuing to connect with a wide range of stakeholders within Dyfed-Powys Communities during 2021/22 - despite the challenges faced by Covid-19 restrictions. The Commissioner and Chief Constable attended various Local Authority meetings across Dyfed-Powys and provided formal briefings to local AMs and MPs on topical policing matters.

Progress was made in identifying additional special interest groups and minority groups within our communities in particular, to ensure that we were connecting with harder to reach audiences. Engaging and connecting with these audiences as part of the Office's consultation on the development of a new Police and Crime Plan for 2021/2025, was extremely valuable in supporting the Commissioner to identify new priorities. Many individuals within these groups expressed an interest to support future work of the Force and OPCC, with several requiring further

information on volunteering opportunities, one in particular taking up a role on the Independent Advisory Group.

The recently published Police and Crime Plan 2021/2025 confirms the commitment of the Commissioner and Chief Constable for wider engagement with people who reflect the diversity of the force area and to increase opportunities for people from diverse backgrounds to be heard, share their views and shape policy.¹

Detailed research and consultation has been undertaken in developing the Plan including:

- Consideration of national policing documents
- Regard to key national Welsh developments
- Appraisal of key Dyfed-Powys Police documents
- Review of partner's priorities under the reciprocal duty
- Consultation with.
 - Residents and businesses
 - Selection of middle and senior managers
 - Lesser heard minority groups
 - Key stakeholders and partners
 - Wider public
 - Analysis of relevant think tank reviews and report and consideration of practice elsewhere.

The Plan also gives cognisance to the Strategic Policing Requirement (SPR) issued by the Home Secretary and developed with Chief Constables, informed by the views of the public, victims of crime and the priorities of other key stakeholders.

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.

A revised Consultation and Engagement Strategy is being developed in line with the new Police and Crime Plan due to be published 2022.

Internally, police officers, police staff and staff of the OPCC are kept updated through new 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.

Frontline Forum has been introduced following feedback from the Chief Constables 100 days of conversations and is designed for PCs, PCSOs, Sergeants and Inspectors working frontline and, in the community, to raise concerns, ideas, solutions or questions ensuring all staff voices are heard at every level of Dyfed-Powys.

¹ The Police and Crime Plan was extended for a 12-month period with the approval of the Police and Crime Panel, when the Police and Crime Commissioner elections were postponed for a year to May 2021.

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. The OPCC was awarded the Transparency Quality Mark for the third year running in February 2021.

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.

The force undertakes several public and user satisfaction surveys, predominately with victims of certain crime types. Whilst the process was temporarily stalled during the pandemic, a new and more focussed programme is currently being designed and developed for the forthcoming year.

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 for delivery. In support of this, the Chief Constable develops a Delivery Plan, progress against which is reported to the Commissioner. The OPCC communicates activity to the public through the website and by various engagement activities such as the council tax leaflet.

A previously reported HMICFRS area for improvement for the force, is the way it plans for the future. There is a need for the force to have a better understanding of demand and what affects it, so that it can use its resources efficiently and plan for the future effectively.

The recently adapted Neighbourhood Policing model lies at the heart of service delivery and is underpinned by local Response, Crime Investigation, Specialist Operations and Safeguarding functions which are centrally supported by the innovative multi-agency Vulnerability Hub. This incorporates the core principles of real-time information sharing and joint decision making. All combine to provide the policing services required to meet the key objectives of the Police and Crime Plan which sets the strategic direction and priorities for the force with a new plan now in place setting out the Commissioner's priorities.

The additional recruitment from Operation Uplift has been welcomed by the Force and our recruitment campaign is ensuring we attract, develop, and retain the best talent and have a workforce which is increasingly reflective of the communities we serve. The Chief Constable is committed to ensuring that the Force has a talented and representative workforce, providing

quality policing services to the communities of Dyfed-Powys that is built around fairness, integrity, and respect.

The Force Management Statement articulates the demand for police services in DPP and how the force manages its resources to respond to this demand in the best way possible, to keep our communities safe for everyone, notably, that the demands from the public and from society are increasing in volume and complexity. Over the past year we have experienced the highest levels of demand that we have seen over the past decade. The force has responded to these circumstances in an agile way, forging stronger relationships with partners and working hard to build public confidence in unprecedented circumstances.

The End-to-End Project is a force-level crime, investigation and outcomes project and is seen as one of the main priorities for Dyfed-Powys Police. With the introduction of the Crime Incident Hub (CIH), the project aims to improve our force processes from the initial point of contact with a caller through to the recording, investigation, and the application of an appropriate outcome.

The CIH is responsible for recording all reports of crime that do not require an initial police attendance and the verification of all reported crimes, including those undertaken by others. Furthermore, it makes appropriate triage and assessment decisions at the earliest opportunity using an Investigatory Framework (IF) that is vital in order to ensure that the CIH has the capacity to manage the volume crime and therefore is able to deliver an effective and timely investigative response.

Dyfed-Powys Police are committed to sustainability and decarbonisation and achieving a greener and more sustainable force. This commitment recognises the forces activities both operational and non-operational and its impact on the national environment and the communities of Dyfed-Powys.

Whilst the force has made good progress in recent years to decarbonise and to develop more sustainable working, the very nature of policing means that it is unlikely the force would be able to provide services without causing any emissions, but significantly more is being done to reduce them.

The force has supported the development of an All-Wales Police Sustainability Strategy that sets out how the forces will:

- Be clear on our vision and commitment to climate change and a low carbon Wales
- Lower carbon emissions to support the ambition of achieving net zero by 2050
- Consistently report against well-being indicators and framework
- Develop sustainable and efficient business practices

The targets set by the UK and Welsh Governments is ambitious and will require a fundamental shift in the way Dyfed-Powys operates and a thorough transformation of estates, assets, systems, and processes.

A Smarter Working Project has been established to support changes to working, with over 500 respondents to survey suggesting the majority of staff supported a model of agile working. The overarching principle supported staff working the majority of their time from home on daily tasks

and activities, with time at HQ or office when there is a need to collaborate as a team, for performance reviews and wellbeing check-ins. The option to work from a hub that is nearer to home will also be available.

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 to deliver key outcomes and deliverables. 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.

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 has identified the need to update its telephony and contact management arrangements so as to provide a resilient and modern infrastructure. This project will also enable call takers to better assess and identify repeat callers and vulnerability as well as provide a platform for integrating telephone and online interactions with the public. This project is underway for final delivery in the summer of 2023.

Operation Valiant is the Dyfed-Powys Police commitment to provide an effective policing response with regards to the expected surge in demand during the summer months. It will provide an effective service to our communities by prioritising sufficient resourcing during peak demands which will ensure officer safety and welfare and will enable Dyfed-Powys Police to effectively communicate, provide visibility and engage with members of the public.

The implications of the expected surge in demand could vary from unrestricted mass public movement, associated public safety concerns, overcrowded beaches, beauty spots, to general policing and increased crime all potentially affecting partners across Dyfed-Powys Local Resilience forum defined area.

The strategic objective of this operation is to keep our communities safe, safeguard the vulnerable, protecting people from serious harm and connecting with the communities.

Corporate Communications have a number of externally facing campaigns to raise awareness, provide information and effectively manage community engagement over the summer period aligned to our key priorities. These campaigns include the force Summer 'Enjoy - Respect' campaign (respect our communities, coast, countryside, roads, and plan your journey), Operation Flamenco – targeting illegal raves; Operation Lion - Partnership initiative to ensure Tenby continues to be a safe and popular destination for all this summer; Operation Darwen – Roads Policing to increase motorcycle safety awareness and Domestic Abuse, Sexual Violence and Coercive Control Campaign – 'Home shouldn't be a place of fear'. External feedback on our

policing activities is monitored through the digital desk and fed into the weekly Operation Valiant meeting

Specific plans for key locations have also been created where a specific summer threat has been identified linked to anti-social behaviour. Patrol plans for areas of significance, such as Beaches and Open Spaces, have been created and will be implemented. Demand and resource tipping points will be identified across a range of risks to support evidence-based, objective decision making through the summer period. These will be subject of weekly review at the Operation Valiant Silver meeting.

Whilst the effectiveness of the force plans are subject to weekly review through Operation Valiant and by operational commanders, a full debrief and formal evaluation will be completed on conclusion of the summer period to identify good practice and any areas for improvement.

DPP have been graded by HMICFRS as being Good at prevention and deterrence. The HMICFRS have found that the force's approach to remodelling Neighbourhood Policing and use of change management principles are innovative practice. Neighbourhood Policing has a clear structure, and the force understands the demand facing Neighbourhood teams and manages its resources to match this demand. In addition, HMICFRS found that the force minimises the frequency with which Neighbourhood officers are asked to cover other roles in the force.

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, 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.

CIPFA published its Financial Management (FM) Code during 2020 which is designed to support good practice in financial management and to assist in demonstrating financial resilience and sustainability. The FM Code is based upon seven financial management standards covering leadership, accountability, transparency, standards, assurance, and sustainability, each with a number of underpinning facets.

In order to demonstrate that the requirements of the Code are being satisfied, a self-assessment was carried out. This demonstrated a high level of compliance but did highlight a few areas of improvement specifically around financial resilience indicators and sensitivity analysis in relation to service demand changes, which will continue to be considered and addressed through the Medium-Term Financial Planning process.

Governance arrangements support robust decision making in order to achieve the required outcomes. The structure brings together a number of disparate meetings 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 and better outcomes. Accountability for decisions is supported by the governance structure and processes in place.

There is a formal business case process, supported by Recovery, Change and Transformation Board, where projects are considered. The group also monitors the implementation of projects and change and any agreed initiatives and plans. Benefits reporting and realisation and risk are also reported to inform efficiency gains or financial savings.

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

Through Single Online Home (SOH), the force has introduced new and enhanced services that includes Social Media Harassment advice pages, Violence Against Women and Girls advice pages, enhanced Freedom of Information (FOI) and Victims Right to Review services. An enhanced Road Traffic Incident Reporting is currently being tested. Dyfed-Powys successfully piloted the Rape and Sexual Assault (RSA) on-line reporting service that is due to be rolled out other UK forces.

Reviewing and testing the new enhanced services has a substantial drain on resources to check and test services within nationally agreed timelines.

The force is replacing its records management system. The Niche RMS was planned 'go live' date of September 2022 has moved to May 2023. This is to align to the new UK North West build at the point of the next upgrade during 2022 for user acceptance testing to commence. If accepted, these will be included in the live upgrade scheduled for July 2022. Preparations for the change continue to include:

- Training requirements
- PRONTO mobile data development/alignment
- TWIF (two-way interface with CPS)
- Digital Case File
- Other interface developments

The S22a has been signed by the consortium of forces that includes Dyfed-Powys, Merseyside, North Wales, and Cheshire forming the West Coast Collaboration (WCC). The introduction of Niche RMS will address data quality issues with existing stand-alone systems by ensuring all force information is maintained in one system and linked.

There are a number of issues in reporting to include back record conversion of data and MOPI matching, and limited expertise in using user acceptance in the project team to assist the force.

A Domestic Abuse Stalking and Harassment project has been established looking at end to end processes for DA and Stalking and Harassment. The project includes, identification and response,

investigation, criminal justice processes and safeguarding. In addition, a Rape Investigation Model project has been established.

The Commissioner initiated a Gold Group in late 2020 to consider a number of aspects relating to Estates management. This Gold Group continued during 2021/22 reviewing facilities management, resourcing, project management, financial management and governance arrangements. As part of the final recommendations and to facilitate the optimisation of service delivery going forward, the Commissioner transferred the function and staff back to the Chief Constable with effect from 1 April 2022.

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.

Strategic oversight of national and regional collaboration arrangements is via the All-Wales Collaboration Programme that reports into the Wales Chief Officer Group and the Policing in Wales Group, which in 2021/22 was chaired by the Commissioner for Dyfed Powys.

Regional working is supported by shared principles redeveloped in 2021 to include:

- Building on existing partnership working in Wales to provide professional, cost effective and efficient services in support of operational delivery
- Greater integration with partners and agencies
- Developed opportunities built on trust, openness, and transparency
- Focus on benefits
- Open minded and innovative solutions
- Freedom to consider local collaborations where they best meet the needs of the public and local service requirements

In January 2021, the Wales police forces reaffirmed their commitment and updated the 'Vision' to include:

- Modern – to cover the use of new and emerging technology
- Resilient – incorporating enhanced capabilities and wellbeing, and
- Inclusive – to promote and support diversity in the police service

Collaboration in Wales is supported by a robust governance and accountability structure that clearly defines the roles and responsibilities of the Policing in Wales Group and the Welsh Chief Officer Group.

In 2021, Dyfed-Powys Police agreed to host the West and Southern Coast Consortium (WSCC) Forensic collaboration arrangements from June 2022, with 19 participating forces. In addition, the force is an equal partner/contributor to the southern Wales Forensic ISO/Accreditation collaboration programme.

The collaboration programme in Wales is reviewed annually and adjusted to ensure fit with local priorities.

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

The wellbeing of our workforce has been of paramount importance and a key priority, particularly in light of the adaptations and limitations brought by the pandemic.

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

The Commissioner and the Chief Constable have defined structures and roles within the organisations to enable effective leadership. A Leadership Pledge has been developed in consultation with all senior managers and has been adopted in April 2022.

The Development Assessment Profile (DAP) has been developed following staff feedback to a more intuitive process. The force priorities link to the vision, values, and goals of the force and from April 2022 is linked to the new Pay Progression Standards (PPS) for police officers, creating a new link between performance and pay progression this also includes certification by each officer and staff member. The DAP also requires staff and officers to indicate the degree to which they are confident in their ability to carry out their roles effectively and how competent they feel in their ability to undertaking their role which is discussed and agreed as part of the appraisal and training needs identification process.

As part of a wider programme of reform, the pay progression standards have been designed to encourage and enable professional development as well as promoting a high-performance culture. The new DAP ensures that regular performance and development reviews take place, essential training provided and maintained, and that individual wellbeing is supported.

In February 2021, a training video to support officers in understanding the importance of seeking evidence led prosecutions was circulated and will be reinforced during spring training. In addition, the Commissioner's Youth Engagement Forum provided support in developing a training resource for the force to utilise when training police officers and police community support officers.

Improved demand analysis, strategic workforce planning and future forecasting will enable recruitment and training to be undertaken so that the force's capacity remains appropriate and sustainable to meet future demand.

To actively monitor workforce succession, skills and capabilities, a Force Resources Group has been established. The ACC Chaired group is focussed on ensuring the force has the capacity and capability to meet current and future demand and specifically to ensure targets are achieved to

meet the police Uplift programme. The group meeting is informed by the workforce plan and reciprocally, informs strategic planning.

Financial management leadership training has been provided to all non-finance managers to enhance arrangements to robust budget management, ensuring cost effective decision making at the most local level.

The force has introduced a coaching style of leadership that is transformational, and which supports the CALON Leadership and Wellbeing Strategy Plan, to support, coach and guide cultural change.

In April 2020, Dyfed-Powys Police was awarded Investors in People (IIP) Gold accreditation which is an accolade achieved by only 7% of UK organisations subscribing to IIP. Specific areas of improvement that supported the force in achieving the award included:

- Trust in and approachability of senior leaders
- Belief in the messages communicated, and seeing a positive way forward for the organisation
- Clear key priorities for the organisation with a consistent understanding of what they are
- Increased level of collaboration across the organisation and with external stakeholders and a positive working relationship between the force, the OPCC and Unions.

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.

The risk management process, forms and register have been reviewed and improvements made this reporting period. The change to process removes duplication and aligns the reporting and management of risk to the new governance structure. In addition, an Issue Register has been added to the Corporate Risk Register and a new risk matrix introduced following feedback from the Joint Audit Committee (JAC).

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. New project and programme templates also mirror the new risk register and process and are managed locally unless a risk is required to be escalated to the strategic level where it is assessed and entered into the force Corporate Register. The governance process enables risk to be assigned to the appropriate person(s) or department(s) for mitigation, management, and action.

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. Corporate assurance arrangements aim to 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. The Information Management Risk Register is managed within the Governance and Change business area and is aligned to the Force Corporate Risk register. The Information Risk Register is used to support decision making and record activity and is detailed within the Information Assurance Board, chaired by the DCC. Significant areas of risk identified within the Information Risk register will on occasion be escalated for consideration onto the Corporate Risk register at the Information Assurance Board.

The risk appetite upon which Corporate risks are assessed is currently set at 'Open'. The risk appetite was reviewed in February 2022 but has not changed since the onset of the Covid-19 pandemic.

As policing adapted to the changes in demand and risk, all areas of risk on the Operation Talla risk register had been mitigated and the register moved into a dormant phase. Identified risks associated with the recovery phase are incorporated within the Force's Recovery Plan, and local ownership taken by respective business leads. All risks are assessed using the Blue Red Amber Green (BRAG) assessment criteria.

The main risks that remained outstanding at the end of 2021/22 included:

- Crime Recording and HMICFRS cause for concern
- Health and Safety Compliance - Mandatory Training
- Information Management & Compliance - risks associated with the ineffective management of police records
- PNC - risks associated with turnaround times, delays, and arrangements for oversight of data accuracy and integrity
- Delay in implementing IT system for automatic Firearms background checks
- Radox Toxicology Forensic Provision
- Police National Database and Information Assets – inconsistency of data sets
- Non-compliance with statutory requirements to undertake Health and Safety Inspections
- Road Traffic Toxicology samples and Drug's casework nearing Forensic Science Service delivery capacity
- Loss of forensic Home Office pathology capability within Wales
- Risk concerning security of ICT networks and inability to join national programmes such as National ANPR Service and National Enabling Program
- Risk of Cyber-attack involving, but not limited to, malware on ICT systems, Ransomware, Hacking, Phishing, Distributed denial of service attacks
- Force Control Centre Fall-back site
- Covid-19 pandemic
- Disclosure Staff unable to research Outlook for personal data for Subject Access Requests
- Delay in affray alarm activations in Custody suites reaching the FCC
- Resourcing within the Records Management System project team
- Windows 10 – out of support May 2021
- Continued uncertainty in relation to police funding including the review to the police funding formula
- Estates - concerns in relation to contract management, resourcing, project management, governance, and financial management

Governance is provided by the Force Finance and Strategy Board and Policing Board, with wider scrutiny from the Joint Audit Committee. Risk is included on all corporate agendas and are mapped to ensure appropriate consideration.

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 Chief Constable has undertaken a review of force performance that identified issues. There is a refreshed focus on performance going forward with a review of structures progressing. In the interim, a new monthly Force Performance Board has been established to provide governance and strategic oversight of force priorities and strategic performance. The board provides a platform for senior leaders to work as one team in a continuous improvement and problem-solving way. The board addresses issues that relate to performance, capacity, and capability, focussing on priority matters across portfolios.

A calendar of priority areas reporting monthly during 2022/23 has been agreed and includes:

- Crime Data Integrity
- Domestic Abuse Review and Violence Against Women and Girls
- Forensic Services – Digital Forensic Unit
- End2 End Review
- Rape Review and Serious Sexual Offending
- Impacts of Drug Related and Serious & Organised Crime
- Quality of Investigations & Outcomes
- Summer Demand Review
- Offender Management
- Victim Satisfaction
- Neighbourhood Policing Teams
- High Impact Crime

The force is developing new performance reporting utilising Power BI (Business Intelligence) and Azure tools to create performance packages that are more accessible and for ease of analysis and timely reporting. As well as enhancing and developing the forces own performance reporting requirements, these changes support the National Crime and Policing Measures being introduced. The new measures 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 is also a focus at Policing Board on a monthly basis. In addition, HR and financial data are reported to monthly policing board meetings whereby the Commissioner can ensure organisation performance is satisfactory and hold the Chief Constable to account where improvement is required.

Force performance is measured not purely by published statistics but is a combination of factors that has informed a restructure. The restructure created a new performance, demand, consultation, and survey department to ensure a better understanding of demand on the force.

During the early stages of the pandemic surveys were put on hold with a new survey introduced in February 2021 however, responses continue to remain low.

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.

For the third year running, the Commissioner has been awarded the Transparency Quality Mark by Comparing Police and Crime Commissioners (CoPaCC), a national organisation which monitors police governance, in recognition for the level and breadth of information contained on the website.

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.

Crime Data Integrity was issued as an “Accelerated Cause for Concern” by HMICFRS in May 2021. Formerly, the PEEL inspection(s) of 2016 and 2018 also identified Crime Data Integrity as an area that is a Cause for Concern/Requires Improvement. Increased audit has identified that our key areas of concern are crime identification in reports of incidents such as Anti-Social Behaviour; N100 Reported allegations of rape, crimes hidden within crimes such as behavioural crimes not being recorded when reported as part of a Domestic Abuse report; and correct classification of crime finalisation.

Furthermore, ongoing internal review of compliance with the victim’s code of practice and standards of investigations and supervision has also highlighted some areas of concern. Consequently, the need for holistic intervention to address all areas has been recognised and work is underway to address the majority of inadequacies.

The End2End project will change considerably the process by which crimes are recorded, investigated, and finalised, introducing added layers of audit and quality assurance. In the short term whilst the detail of End to End is determined, increased auditing will take place within the Crime Audit Team to ensure crimes within incidents are identified and recorded. End to End project is timetabled to deliver an improved way of working through increased centralisation of functions from November 2021. This project is being independently assessed during the summer 2022.

The 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.

Previous concerns in relation to the timeliness of progressing Internal Audit recommendations have been addressed by the establishment of the Joint Audit Governance Group, established in 2020. The Group ensures Internal Audit activity is overseen and that progress against recommendations is reported upon.

Quarterly meetings of the jointly chaired Audit Governance Group bring accountability for business leads responsible for progressing actions, thus ensuring improvement is made as a consequence of internal audit and areas of risk are identified, managed, and considered in terms of further internal audit programmes.

The Joint Audit Governance Group plays a key role in determining the programme, focussing on organisational risks and areas identified within the Force Management Statement to determine a programme which will most benefit the organisations. 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 2021/22 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.

Aggregating the recommendations from the 2019/20 audits, identified 7 recurring patterns or themes. Of these, 'Improve Policy or Procedural Documentation' averaged 24% in documentation. All policies and procedures are currently being reviewed as part of the DPPi2 project that has been developed to transition to the new internal intranet by March 2023. In addition, a new policy framework and guidance has been developed to assist policy owners and authors.

The audit programme is substantially complete with 20 audits completed, 2 in progress and one deferred to April 2022.

Eight audits resulted in substantial assurance, 10 reasonable assurance and 2 limited assurance. Collectively these finalised audits received 54 recommendations, the implementation of which will be monitored by the Audit Governance Group and reported to the Joint Audit Committee.

Areas attracting Limited Assurance are given additional scrutiny, including attendance from Heads of Service to provide greater context and to respond to questions.

During this reporting period, the audits of HR, Absence Management and Neighbourhoods, Property received Limited Assurance. For HR, the findings were critical of the adherence to the time of dependents/compassionate leave policy, but complimentary of the way the force had responded to the challenging absence management demands of the Covid-19 pandemic.

The property audit was a test of seized property by sample at police stations whereby at the time of audit there were gaps in records and changes to record locations. Following, and in all cases, the missing items were readily found and reasons for relocation found to be justifiable. The report identified good practice in the handling of firearms.

The programme for 2022/23 was presented to the Joint Audit Committee in March 2022 and provides for 24 audits.

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 four 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 the most recent meeting in May 2022, 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 during a continuing global pandemic. 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 2022/23.

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 2021/22 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 issued unqualified audit opinions in respect of the 2020/2021 accounts to both the Police and Crime Commissioner and 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 complied with the statutory closure of accounts, which were finalised at the end of July 2021 despite the impact of the COVID-19 pandemic on public services.

In relation to the 2021/2022 Statement of 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. The statutory audit concluded in April 2023.

Welsh Government provided a framework for completion of the annual accounts for 2021/2022 which required preparation and certification of draft accounts by 31 August 2022 and publication of final audited accounts by 30 November 2022 for all local government bodies in Wales. The Accounts and Audit (Wales) Regulations 2014 already make provision for an authority having to delay 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 2022/23 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	All HR policies are in the process of being checked and updated in readiness for switch over to DPPi2 in March 2023. All force policies are subject to checks and reviews prior to this date and to be completed by September 2022. The new policy template was completed, and all policies are being transferred at point of review into the new template. There is in addition a simple process/flowchart that has been created as a guide for policy writers/reviewers. Annual review of policies is standard requirement. Smarter working completed end March 2022. Policy reviews are now a standing agenda items on senior leader boards, also reporting to the DCC Chaired, Recovery, Change and Transformation Board.	IN PROGRESS
3.3	Co-ordination of engagement activity between the Office of the Police and Crime Commissioner and force	Regular meetings take place between the Force and OPCC with the Force Head of Corporate Communications also attending Policing Board. Content that there is more synergy between OPCC and Force activity. The Connecting with Communities Group continues to meet to ensure coordination of community engagement between the force and OPCC takes place. To further improve the work of this group, clear reporting of information, concerns and good practice should take place within the joint governance structure.	COMPLETE
3.5	A more structured and consistent approach to	Problem-solving plans have a case owner (OIC) and are subsequently supervised	IN PROGRESS

	Actions	Progress	Status
	<p>learning from problem solving, mistakes and lessons learned.</p>	<p>accordingly. Plans are reviewed by the Safer Communities Hub at intervals, offering support and guidance, then evaluated before closure.</p> <p>The quality and impact of problem-solving is assessed and evaluated by the Force Problem Solving Co-ordinator, drawing on lessons and best practice. Best practice is shared through various communications channels.</p> <p>The force has adopted the OSARA model to support and inform the Chief Constables' priority areas of DA, RASSO and Illicit Drugs programmes. Prior to this the OSARA has been used in a number of areas to include the E2E project.</p> <p>Audits and reviews across a significant number of areas of policing has and continues to be undertaken and is a continuous process and informs the forces commitment to continuous improvement and a problem-solving approach.</p>	
3.6	<p>Governance and financial management of collaboration arrangements.</p>	<p>Considerable progress has been made with a detailed action plan having been developed and reported to JAC. The implementation of actions will be overseen through the All-Wales Collaboration Management Board and Welsh Police Finance and Resources Group.</p> <p>A new pillar has been added to the force governance Chaired by the force Head of Finance. The Finance, Productivity and Efficiency Group is the local group reporting into the Regional Productivity and Efficiency Group. Collaboration is a standing agenda item on this group, along with any new business case proposals/submissions, force risk and benefits. A new benefit register that includes collaboration benefits is currently in draft (awaiting national templates to complete).</p>	IN PROGRESS
3.10	<p>Evaluation of commissioned services</p>	<p>Further evaluation activity has been undertaken during 2020/21 but has been impacted by Covid-19 restrictions. Work is ongoing to ensure a fully embedded process is in place that ensures there is a clear understanding of the impact and return on investment of such services. This further</p>	COMPLETE

	Actions	Progress	Status
		supports the work undertaken through the OPCC Commissioning Board which provides a greater level of scrutiny of commissioned services.	
	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. In addition, all business continuity plans are being reviewed to align to smarter working. The former business improvement team are now the change team and are being upskilled in project and change management and are supporting a number of priority projects in force.	IN PROGRESS
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 inspections, Force deep-dive activity and the FMS, these are monitored and addressed through the appropriate mechanisms.	Work has been undertaken to map the various audits undertaken that inform our understanding of data integrity. The next steps will be to consider whether these functions continue to be undertaken as they are, or whether there is centralised coordination or indeed centralised auditing.	DISCHARGED
	Actions 21/22		
5.1	A process must be determined by which force policies are reviewed, refined, approved, and discharged. It must clearly document the responsibilities for ownership, authorisation, and consultation.	A new policy framework, process and guidance has been completed.	COMPLETE
5.2	A holistic review of all force policies must be undertaken to determine those that require review	A new policy framework, process and guidance has been completed.	COMPLETE

	Actions	Progress	Status
	<p>as well as enabling the identification of gaps in policy areas. This includes but is not limited to:</p> <ul style="list-style-type: none"> Whistleblowing policy Procurement policy Counter fraud policy Changing for Special Police Services 		
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). The WASPI framework provides a practical approach to sharing personal information, common standards, and templates for developing Information Sharing Protocols (ISPs) and Data Disclosure Agreements (DDAs).	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.	Corporate risks are a standing agenda item on all boards and a new corporate risk register has been developed and risk processes reviewed and streamlined to meet the requirements. All risks are reported and reviewed by the JAC and via the force governance into the DCC Chaired Recovery, Change and Transformation Board. The supporting governance for all corporate risk is via the Finance, Productivity and Efficiency Board, that also reports on audit, inspection, and FMS matters.	IN PROGRESS
5.5	To ensure the processes designed to address the reported causes for concern as regards to Crime Data Integrity mitigate the risks identified and improve data integrity significantly.	A new Crime Data integrity and Victims Board has been added to the governance with new boards due to commence in June 2022. Draft Terms of Reference have been completed and are currently out for input/review. This board brings together the former SCRUG and other interdependent areas into one board. End2End interim report completed with final report (Business as Usual) due to report in July 2022.	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.	New templates have been developed for project and programme management with business improvement staff currently being upskilled to support projects and change in force. Training and development of OPCC staff in projects and change is available.	IN PROGRESS

	Actions	Progress	Status
		A new Head of Programmes and Change was appointed into force in January 2022.	

The following additional actions have been agreed for progressing in 2022/23 as a result of the latest annual evaluation of governance arrangements.

	Actions 22/23	Action Owner/Status
6.1	To embed the new governance framework and group responsibilities, ensuring they support good governance and effective organisational management	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.	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.	IN PROGRESS
6.4	Develop force performance arrangements to ensure efficient performance reporting at all levels in the force	IN PROGRESS
6.5	Review arrangements in place to deliver statutory and non-statutory surveys, ensuring feedback from local communities influences changes in service delivery	IN PROGRESS
6.6	Review governance and financial management arrangements in place for the GoSafe Partnership	IN PROGRESS
6.7	To consider the organisation's Corporate Services function and whether it adequately supports organisational business.	IN PROGRESS
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.	IN PROGRESS

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 2022/23 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