

# **Joint Annual Governance Statement**

## **2024/25**

**Mae'r dogfen hon ar gael yn Gymraeg**

**This document is available in Welsh**

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## Executive Summary

Dyfed Powys Police is committed to improving the lives of its communities, and this commitment is set out in the Police and Crime Commissioners Police and Crime Plan and key strategies that describe how the force will meet the challenges ahead and make the most of opportunities across all areas of policing.

Each year the force is required to produce an Annual Governance Statement (AGS) which describes how its corporate governance arrangements have been working. This statement gives assurances on compliance for the year ending 31 March 2025 and up to the date of approval of the 2024/25 statement of accounts.

The Code of Corporate Governance sets out how we ensure we are doing the right things in the right way in line with our vision and values. To be successful, the force has a solid foundation of good governance and sound financial management.

The Annual Governance Statement (AGS) is a valuable means of explaining to the community, service users and other stakeholders, the forces' governance arrangements and the controls it has in place.

It further demonstrates that in many areas the force have very effective arrangements in place and describes how it continues to review, streamline and improve processes to ensure these arrangements remain effective now and into the future, and how they reflect the changing needs and priorities of the organisation and the community.

The review process is undertaken in an open and honest manner and considers the forces' activities and performance across all areas of activity. In doing so, the review identifies areas where arrangements can be strengthened, informing the actions that are included each year in the Annual Governance Statement. Strategic oversight and scrutiny of these improvements is well established in the force.

The force is committed to addressing the governance issues and actions highlighted in the year ahead, with updates on the actions reported continuing each year in the Annual Governance Statement.

Dafydd Llywelyn  
Police and Crime Commissioner

Ifan Charles  
Chief Constable

## 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<sup>1</sup>; 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 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. The Police and Crime Plan is reviewed on an annual basis when key personnel are consulted to ensure the document remains current and fit for purpose. The Police and Crime Plan is also subject to independent external review by the Joint Audit Committee.

This Annual Governance 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*.

The Scheme of Corporate Governance sets out the parameters within which the two organisations conduct their business to ensure that business is carried out efficiently and that decisions are open, transparent, and not unnecessarily delayed.

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[Delivering-Good-Governance-in-Local-Government.pdf](#)

## **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 2024 Code of Ethics is in two parts, neither of which are statutory.

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

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)
- Anti-Fraud and Corruption Policy
- Whistleblowing (Protected Disclosure) Policy
- Notifiable Association Policy
- Business Interests and Voluntary Working Policy
- Substance Misuse Policy
- Dignity in the Workplace Policy
- Fairness at Work Policy
- Sexual Harassment in the Workplace 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. The Police and Crime Commissioner maintains decision logs to include a specific statement where he confirms that the decision made has not been inappropriately influenced.

The Force promotes high standards of conduct and behaviour via a range of systems and procedures to include Financial Regulations, Standing Orders, policies and procedures.

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 (for procedural advice only).

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

As part of a considerable suite of phased reforms, the Conduct Regulations were recently revised to change the composition of Misconduct Hearing Panels for police officers, which included the replacement of Legally Qualified Chairs by Chief Officers. Further changes have been delayed by the change in government but will include the following.

- Enabling Chief Constables to appeal to the PAT (Police Appeals Tribunal) where they disagree with a misconduct finding or outcome in relation to an officer in their force.
- Enable a comparable avenue of appeal to the PAT for Police and Crime Commissioners (PCCs), where the officer is subject to disciplinary decision is a Chief Constable.
- Vetting Revocation Regulations.

Police and Crime Commissioners also now have greater responsibility for scrutinising the decisions made by dismissal panels by way of holding dismissal decisions to account. The Commissioner selects independent members to sit alongside the chair and supportive legal

advisors, to ensure any conflicts of interest are avoided and to uphold the fairness of any hearings.

The Force has a Vetting Unit that sits within Professional Standards to ensure compliance with the College of Policing Code of Practice and revised Authorised Professional Practice (APP) for Vetting that was published in December 2024. The new APP strengthens the process of annual integrity and vetting reviews alongside consistently high recruitment numbers, the revised APP, the outcome of the Angiolini Inquiry and the HMICFRS report into Vetting and Misogyny have created significant demand in the Vetting Unit.

Due to the high levels of demand, the Force has a vetting backlog consisting of serving officers, staff and special constables whose vetting has expired or in need of a review. In recognition of the demand placed on the Unit, the Chief Officer team has increased the establishment in the Vetting Unit by 2FTE at the end of December 2024.

In respect of complaint cases, the number of cases increased slightly when compared to the previous year. It is important to note that one case may have multiple allegations, and that cases can vary significantly in terms of complexity and the amount of investigative work required, therefore the figures shown do not represent demand.

	<b>Dyfed Powys</b>	<b>% change</b>	<b>National</b>	<b>% change</b>
2020/21	753	-	67732	-
2021/22	913	21%	75020	11%
2022/23	1058	14%	81142	8%
2023/24	884	-18%	85458	5%
2024/25	901	2%		

There is an increase in demand in the Anti-Corruption Unit (including an increase in referrals), and in respect of the investigative demand across the Department there has been an increase in serious misconduct cases, an increase in suspensions, and more complexity in misconduct proceedings such as legal challenges.

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

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

during this financial year to allow the Police and Crime Commissioner to scrutinise the professional standards business area.

Between 1<sup>st</sup> April 2024 and 31<sup>st</sup> March 2025, a total number of 61 reviews were received in comparison to 59 the previous year. A total of 64 complaints reviews have been completed by the OPCC during this period, of which a small number were carried on from the previous year.

Of those 64 reviews completed, 12 were upheld, 52 were not upheld. A total of 12 reviews resulted in recommendations identified by the OPCC. 3 reviews are being carried over to the new financial year, which is due to the date the review application was submitted.

The Force continues to promote a healthy culture of knowledge sharing to include learning from past mistakes and understanding where problems occur.

Lessons learned is included as a standing agenda item on all Strategic Boards and includes summaries of case law, Independent Office for Police Conduct (IOPC), College of Policing (CoP), Health and Safety, Academia, and the internal Learning Vault. Quarterly reports in 2025 will be uploaded with the monthly Horizon scan on the intranet that enable access to learning to all staff across the Force.

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

The Chief Executive for the Police and Crime Commissioner is also the designated statutory Monitoring Officer, with responsibility for advising on the legality and appropriateness of the Police and Crime Commissioner actions and decisions.

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

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

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

## **2. Ensuring openness and comprehensive stakeholder engagement**

Effective public engagement is a statutory responsibility of Commissioners, who must seek the views of the community in order to act as the bridging link between policing and the public. This

engagement informs local policing priorities set by the Commissioner as detailed within the Dyfed-Powys Police and Crime Plan to which the Chief Constable is held to account.

In 2024, the Force launched a new Communications and Engagement Strategy (2024-28) setting out the Forces' long-term communication and engagement approach. The framework is informed by the National Principles for Public Engagement in Wales that includes an overarching set of principles aimed at public sector organisations to drive positive, meaningful engagement with communities. The Force utilises effective communications and engagement to:

- Deliver consistent and effective communications and engagement activities that support achievement of the priorities and maintains public trust and confidence
- Be a trusted source of accurate and timely information, keeping people safe from harm, particularly in emergencies and times of crisis.
- Invite and facilitate community participation in crime and incident investigations.
- Provide effective support for live and ongoing investigations.
- Provide mechanisms for two-way, engaging, honest and respectful conversations.
- Prevent crime and reduce harm in our communities.
- Build relationships with those who need us most but trust us least.
- Ensure we remain relevant and maintain the support and consent of our communities.

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

Throughout 2024/25, the Police and Crime Commissioner (PCC) remained committed to meaningful community engagement across the Dyfed-Powys area. Over the year, the PCC held eight Community Engagement Days (CEDs), giving him and his Office the opportunity to meet directly with residents, community groups, and local stakeholders to ensure their voices shaped policing priorities and practices.

The OPCC (Office of the Police and Crime Commissioner) introduced a new approach this year with the introduction of quarterly public meetings and community surgeries. These sessions created more opportunities for the public to meet the PCC and his team, ask questions, and raise issues directly with the office.

Community engagement days in Carmarthen, Lampeter, and Pembrokeshire were especially well-attended and valuable. These events stood out thanks to strong local interest and collaboration with local partners, and they continue to inform the way we shape our work.

As well as organising Community Engagement Days, the PCC's Office work collaboratively with the Force to attend large scale events across the Force area to engage with the public and partners. During 2024/25, the Commissioner hosted a stall at the Urdd Eisteddfod in Powys, which is one of Europe's largest youth festivals. The week-long event enabled discussions on youth safety, well-being, and awareness of support services.

In July, the Commissioner hosted a stall at the Royal Welsh Show, where we launched the Police and Crime Plan consultation, giving the public a chance to shape policing priorities for the years ahead. Attending Pembrokeshire Show in August, allowed for important conversations with local residents about community safety and rural crime, as well as another opportunity to reinforce our presence and visibility in the community.

Engaging with young people has been a key focus this year. For the first time in Dyfed-Powys, Youth Ambassadors held the Chief Constable and the PCC to account in a dedicated Policing Board session following their Y Sgwrs consultation.

Another highlight was seeing the Youth Ambassadors take part in a Stop and Search and Use of Force scrutiny panel. Their willingness to review footage and provide thoughtful feedback was inspiring and demonstrated their growing role in transparency and police accountability.

Our Victim Engagement Forum (VEF) has continued to provide vital input. Members supported the development of E-bit, a new crime recording tool, by offering feedback and participating in a Q&A with the Cambridge Centre for Evidence-Based Policing.

The forum also reviewed and contributed to a survey aimed at victims of rape and serious sexual offences (RASSO), ensuring that victim voices remain central to improving engagement. Additionally, some members contributed to the Police Race Action Plan, supporting work to ensure Black victims of crime are properly represented and supported.

Listening to the public was at the heart of our work to develop the 2025–29 Police and Crime Plan. Over 900 people responded to our survey, and we spoke with many more through in-person conversations and by sharing the consultation through a range of communication channels.

Key concerns raised during the consultation included visible policing, anti-social behaviour, and better support for victims. These priorities are reflected in the new Police and Crime Plan.

As part of the Police and Crime Plan consultation, the Commissioner and OPCC reached out to a wide range of community organisations and held a series of focus group sessions to gather feedback from underrepresented voices. Several focus group sessions were carried out with underrepresented groups, ensuring everyone across Dyfed-Powys had the chance to contribute their views.

The Police and Crime Commissioner also commissions services directly from specialist providers to help prevent crime, support the vulnerable and tackle issues that are important to the communities of Dyfed Powys. The list of services is not exhaustive but include:

- Victim Support Services that provide free and confidential help to people who have been affected by crime across Dyfed Powys
- Drug and Alcohol Services aimed to reduce substance misuse-related harm that also work to identify and engage offenders from the point of arrest through to sentence to maximise the proportion of individuals successfully completing treatment programmes
- IDVA (Independent Domestic Violence Advisor) services that address the safety of victims who are at high risk of harm from intimate partners, ex-partners or family members, including ensuring individual safety and the safety of their children

- Llamau support and mediation for missing young people, providing de-briefing, support and mediation advice for children, young people and their families who have been reported missing and at risk of sexual exploitation or victimisation
- New Pathways support for victims of sexual abuse providing 24-hour access to crisis support for victims, safeguarding and specialist clinical and forensic care
- Pobl Offender Diversionary Scheme that seeks to address criminal behaviour at a much earlier stage in an individual's offending journey, tackling the root causes of offending and associated health and community related issues.

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

The new Workforce Engagement Strategy launched in 2024 includes a guide to all ranks on what engagement should be undertaken to include 'back to the floor' opportunities where senior leaders spend time with staff to experience, learn and understand their challenges with a view to improvement and support. Engagement and expectation events are also undertaken by senior leaders face to face with their teams.

The Strategy sets out the expectations of managers and supervisors regarding engagement and emphasises the role of all individuals in participating in two-way engagement to make the process meaningful and productive.

Chief Officer roadshows took place across the four counties in January and February 2025 whereby the Chief Officer team visited divisions and departments to discuss plans, including the Commissioner's Police and Crime Plan, and aspirations for the year ahead, responding to questions and listening to feedback. Presentations included a celebration video highlighting key achievements from the previous year, and a broadcast of the Force's new recruitment film.

Internally, police officers, police staff and staff of the OPCC are kept updated through Force intranet pages (DPPI2) to include Chief Officer blogs and opportunities to ask the Chief Constable questions. #Film Friday has continued providing a weekly short interval film highlighting key work, news, and achievements from across the force, with input from the Commissioner and Chief Officers.

The 2024/25 OPCC Business Plan includes the development of an Internal Communications Strategy to raise the profile of the work of the Commissioner and for the OPCC to include information and updates on initiatives and services funded by the Commissioner.

In May 2024, Dafydd Llywelyn was elected for a third term. Previous PCC elections in England and Wales used a supplementary vote system, which is different to a normal election. However, following legislative changes, the 2024 PCC elections used the first past the post voting system, where voters voted by choosing one candidate on the ballot paper which is the same system as UK Parliamentary elections and local elections in England and Wales.

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

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

In 2024/25 the Police and Crime Panel hosted a number of sub-group sessions with the representatives of the Force and OPCC to develop the panels understanding of key topics. This supported the Panel to provide a greater level of scrutiny in matters of most concern to the public.

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

On the 9<sup>th</sup> May 2024, the Force was issued with an Enforcement Notice by the ICO (Information Commissioners Office) for poor handling of requests under the Freedom of Information Act 2000. Actions taken by the Force included a requirement to increase compliance level (over 90%) before November 2024.

The Enforcement Notice was complied with and formal monitoring by the ICO ceased in September 2024, once all the outstanding requests from the data of issue had been answered. The backlog of cases exceeding the 20-day turnaround by September had reduced to 6, as opposed to 167 in April 2024. The compliance rate had improved from 45% in April to 87% in September. These changes were sustained for the remainder of 2024 with the compliance rate achieving 94% in December 2024.

Internal scrutiny arrangements are in place to undertake audits of the statutory obligations for transparency. Significant work was undertaken as the OPCC transferred to a new website<sup>2</sup> to ensure compliance with work is regularly undertaken to ensure that the website remains compliant and up to date.

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

The Force renewed its contract with an Independent Social Research Company and Market Research Society Company Partner to conduct Victim Satisfaction Surveys. The supplier working on behalf of the Force, survey victims to measure levels of satisfaction and to identify service improvement opportunities via telephone interviews. The contract was renewed in March 2025 to run until March 2028 with the option to extend on annual basis until March 2030.

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

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<sup>2</sup> <https://www.dyfedpowys-pcc.org.uk/en/>

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

One of the key roles of the Police and Crime Commissioner is to produce a Police and Crime Plan which sets out the direction for policing for the next four years.

A new [Police and Crime Plan \(2025-2029\)](#) was developed this year and is supported by a Force Delivery Plan developed by the Chief Constable. A new Performance Framework underpins the Police and Crime Plan, progress against which is reported to the Commissioner at the Strategic Performance Board which is held in public every quarter.

During this reporting period, the new Strategic Planning and Assurance Cycle includes sections whereby all departments demonstrate how their functions contribute to the delivery of the Force Priorities set out in the Police and Crime Plan.

The Force officer maintenance target set by the Home Office of 1314 was achieved throughout this reporting period through a twice-yearly intake. The Force improved the diversity of its workforce for underrepresented groups with support in place to include Positive Action. Of the data recorded from our officers (March 2025), the proportion of female officers is 39% (increase of 2% on previous year) and the proportion of officers who identify as Black, Asian, Mixed or Other is 2.3% (decrease of 0.1% on previous year). To continue improving the diversity for the Force we will continue.

- To attract individuals from our diverse communities to apply for staff and officer roles within Dyfed-Powys Police and supporting them in doing so by continuing to support drop-in sessions and recruitment events and supporting applicants through the recruitment process who request Positive Action support.
- Ensure that we retain our diverse workforce through effective monitoring and supportive measures.
- Remove barriers to progression identified by our workforce and national research and to positively support our diverse workforce to seek progression within Dyfed-Powys Police.

Some of the work being undertaken is to promote specialist roles to increase representation across underrepresented departments/ranks, providing Positive Action inputs to the leadership groups to ensure that supervisors are supporting their teams effectively, encouraging underrepresented groups to attend the Inspire programme.

From April 2024, forces were able to operate a complementary mix of five police constable entry route programmes. These comprised of the four established routes which are jointly delivered by forces with a higher education provider, along with a new Police Constable Entry Programme (PCEP) which forces can deliver without external partners or accreditation if they decide to do so.

The number of routes for entry into the police is considered confusing for applicants and following a survey circulated to 400 officers who had gone through the entry routes an overwhelming 52% supported the introduction of the new PCEP route.

In May 2025, the Force approved the introduction of the PCEP, accredited with HEI entry route and will utilise the PCEP as the main route for entry into the Force.

The change is designed to ensure the Forces' ability to maintain officer numbers and continue to attract and retain talent in an increasingly challenging employment market.

In January 2025, the Home Office announced the new Neighbourhood Policing Guarantee that aims to add 13,000 officers into communities by 2029. Of the £200M made available to forces, Dyfed Powys Police has been allocated £1.4M of the grant to grow our neighbourhood policing and prevention teams. To enable this, the Police and Crime Commissioner has allocated additional funding to enable police staff to be recruited to release more officers to the front line.

Prior to the announcement, the Force undertook a full force-wide review of Neighbourhood Policing between April and September 2024. Changes following review included re-branding Neighbourhood Policing to Neighbourhood Policing and Prevention Teams (NPPT) and the development of a new NPPT strategy, delivery plan, performance framework and community engagement plan.

The governance for NPPT was also revised to include a new monthly NPPT tactical group and a new monthly NPPT Strategic Group that reports into the Operational Policing Board chaired by the Assistant Chief Constable.

The Force has delivered the first two phases of Right Care Right Person (RCRP) which provides a framework for assisting policing with decision making about when they should be involved in responding to reported incidents involving people with mental health needs. The work proactively links people to the right care and supports the appropriate use of referral pathways through initial triage.

This phased approach has allowed the force time to meaningfully engage with partners and other agencies most likely affected by these changes and allow partners the time needed to adapt their services to ensure patient outcomes are not adversely affected.

By supporting the RCRP principles Dyfed Powys Police have been able to assist partners in the early identification of persons living in the community who need their support and allow for more appropriate care to be introduced at an earlier stage, preventing deterioration or repeat demand from individuals and improve the availability of services for all.

The Force Review Programme supported, challenged, and facilitated the identification of operational and wellbeing improvements this reporting period. Work throughout 2024/25 included:

- Delivery of the E-Bit (Evidence-Based Investigative Tool) which supports the identification of crimes that are not solvable
- Delivery of a new operating model for Neighbourhood Policing & Prevention Teams including the Central Prevention Hub, Schools Police Service, and an improved distribution of officers and PCSOs
- Delivery of the Domestic Abuse Virtual Response Unit (DAVRU) model

- Delivery of a new operating model and resourcing uplift with the Force Communications Centre
- Delivery of a revised Senior Operational Policing Structure
- Increased supervisors' numbers in areas with identified high Police Constable: Police Sergeant ratios
- Evaluation of the deployment of staff and officers within Response Policing & Custody Suites
- Evaluation of the approach to Crime Recording to improve timeliness and data integrity
- Evaluation of the organisations approach to investigations and the deployment of staff and officers within Criminal Investigation Department, Local Investigation Units, Joint Investigation Teams, and Offender Management Units
- A review of rota management and overall duty management process

The Force Review Programme was closed in February 2025, with the Force Review Team continuing to deliver existing and future operational business improvements as the Force Operating Model team.

A number of strategies were refreshed or developed in this reporting period to align to the new Police and Crime Plan.

In May 2024, the Force launched a new Performance Management Strategy (2024) that includes the methodologies and tools the Force uses to monitor, review, report and improve the effectiveness of the Force.

Data analytics plays a pivotal role in identifying areas where resources can be better deployed by offering insight into issues that may not be immediately visible, and through leveraging Business Intelligence systems the Force is better able to transform raw data into actionable insights.

The ability to gather timely and accurate information and intelligence integrates technology with traditional policing methods, recognising that the core of community policing remains a human centric approach with direct interactions, active listening and problem-solving approaches.

The Positive Action Strategy (2024-28) was launched this reporting period, recognising the benefits of employing a diverse workforce able to bring their own personal experiences and values into the Force. The aim of the Strategy is to ensure the Force attracts individuals from diverse communities to apply for staff and officer roles by.

- Continuously reviewing and monitoring the application process in order to identify barriers in recruitment processes.
- Provide appropriate support to individuals eligible for Positive Action.
- Seek advice from partners and stakeholders to attract the most talented candidates from all communities, especially underrepresented communities.

A new People, Culture and Ethics Strategy (2025-29) was developed in Spring 2025 with input from all stakeholders. The strategy supports the creation of a skilled, resilient, inclusive, healthy, and engaged workforce committed to providing a first-class service that is visible and accessible. The top three priorities for 2025-2026 are to.,

- Develop people data analytics and reporting capability to inform and enable data led decision making and problem solving for all people activities across the force.
- Create a data led Preventative Wellbeing Delivery Plan working in partnership with Superintendents' Association, Federation and Unison.
- Develop and implement a live Strategic Workforce Plan that is refreshed annually and forecasts out to 2030.

The Protecting People Strategy 2025-29 sets out seven key principles to protect the most vulnerable in our communities. The 4P approach of Prepare, Prevent, Pursue and Protect include.

- Prioritising the protection of children in all that we do.
- Recognising and safeguarding adults who are at risk from abuse, neglect, and physical, mental, or financial harm.
- Obstruct repeated cycles of abuse, behaviours and harm through problem solving approaches.
- Target perpetrators of high-risk harm or repeated behaviour through criminal and civil opportunities.
- Eradicating violence to women and all from domestic abuse, stalking and sexual violence.
- Competent and skilled workforce to meet and reduce demands.
- Transforming working practices through innovative, technological, and intelligent developments.

The Prevention Strategy 2024-28 focusses on interventions that result in fewer victims, fewer offences and less demand on policing. This will be achieved by addressing and preventing the underlying causes through partnership-orientated intervention and problem solving. The strategic objectives include.

- Improved public confidence by embedding preventative policing through a change in culture and by engaging with every community, preventing what matters to them.
- Reduced harm and reduced offending by working together with partners to address the underlying causes of crime and vulnerability.
- An effective workforce through ensuring our people have the right skills and operating model for prevention.
- Reduced demand through evidence-based problem-solving approaches.

The force appointed a new Sustainability Officer role this period and in March 2025, the Force launched a new Sustainability and Decarbonisation Strategy. The framework and supporting action plan support the ambitions of the Force to 2030 and beyond by introducing a series of planned interventions and improvement measures. The sustainability framework delivers three pillars.

- Economic Sustainability which includes delivering value for money and sustainability in all decisions and processes. To include transparency in reporting on budgets and spending and good governance and reporting and the innovative use of technology.

- Environmental Sustainability includes decarbonising the estate and assets and minimising the impact of our operations on the natural environment.
- Social Sustainability which includes providing a safe and healthy working environment and leverages social outcomes across the supply chain.

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

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

The Chief Constable is responsible for the day-to-day maintenance and operational matters relating to the Force estate. Strategic decisions relating to the police estate are led by the Head of Estates under the guidance and direction of the governance structure. Estates projects and changes operate within the confines of the capital and revenue budgets allocated by the Police and Crime Commissioner and the Chief Constable.

Investment in the update and compliance of our Force Custody Suites has taken place this period and will continue in the coming year relating to the updating of Heating Ventilation Air Conditioning, CCTV, and LED lighting provision. This has been delivered with equal focus on carbon emissions and future running costs.

The Force is focussing on public facing and support facilities to ensure that they are operationally fit for purpose and geographically efficient across the force area. This includes preparatory works, and to scope collaboration opportunities with other partners in accessible locations and sites with the aim of identifying new facilities allowing lower carbon footprint and efficiencies through lower running costs.

The Force continues to invest in critical infrastructure with spend on electrical distribution upgrades, and mechanical resiliency upgrades being carried out across key locations across the Force estate.

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

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

The Strategic Planning and Assurance Cycle is supported by a new Strategic Delivery Plan (2025/29) that outlines how the Force will deliver an effective policing service to the communities with a clear focus on priorities and the Police and Crime Plan.

The Plan sets a clear roadmap that addresses evolving and emerging crime challenges, safeguarding public trust, enhancing community safety, and promoting innovation whilst focussing on a victim centred approach. The SPAC supports the plan and is a continuous process that provides essential information for decision making at key points throughout the year.

Crime and demands have increased both in terms of complexity. Financial pressures mean that the Force must be as efficient and effective as possible and the focus is on ensuring the alignment of resources to the greatest need through evidence-based decision making, collaborative working with partners, embracing innovation, and best use of technology.

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

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

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

The new Police and Crime Plan (2025-29) sets the strategic direction and priorities for the next four years in order to ensure that policing remains relevant, efficient, and effective. The Chief Constables priorities inform the Force Delivery Plan (2025-29).

The Force has continued to support the NPCC led expansion programme for Op Soteria Bluestone that aims to transform the policing response to rape and serious sexual offences. Ops Soteria themes include suspect focussed investigations, identification of repeat/serial offenders, victim engagement, learning and development, wellbeing of officers and better use of data and digital forensics.

In addition, the Force has developed Op Rhagorol providing strategic oversight of multiple recommendations and vulnerability requirements into a single programme delivery plan to include.

- The National Vulnerability Strategy
- VAWG Delivery Plan
- VKPP DA Review (Vulnerability Knowledge and Practice Programme – Domestic Abuse)
- Domestic Abuse Joint Justice Plan
- Domestic Abuse Attrition

- Stalking Super Complaint<sup>3</sup>
- Stalking & Harassment Deep Dive
- Single Unified Safeguarding Review (SUSR)<sup>4</sup>
- Joint Inspection of Child Protection Arrangements

Throughout 2024/25 the Home Office and Force funded Safer Streets 5 Upstander Programme was delivered, bringing together 5 key elements into one programme of work to enhance and support the forces' commitment to end Violence Against Women and Girls (VAWG).

The key objectives of the programme focussed on changing perceptions, attitudes and behaviours through education products and programmes delivered in schools, higher education and in Force that include upstander intervention training to improve understanding and confidence to prevent and/or respond to VAWG in public spaces. The full evaluation is due to report in 2025 with the programme having delivered the following training in higher education.

- 37 dealing with disclosures of sexual harassment/violence training sessions delivered
- 30 vulnerability and sexual harassment/violence training sessions delivered (including night-time economy)
- 14 social media safety sessions delivered
- 4 sextortion webinars attended by police and partners
- 23 sexual harassment awareness workshops (SHAW) delivered
- 85 total courses were delivered in total against a target of 73 with 23 SHAW sessions were delivered against a target of 18.

In addition, the supportive media campaign throughout the delivery demonstrated a 150K reach across Dyfed Powys representing the number of persons/instances of individuals having actively looked at/listened to adverts on digital channels. Social media monitoring and metrics demonstrated.

- 1,789,963 impressions
- 13,818 link clicks
- 154,853 reach

The Upstander Programme also delivered vulnerability and awareness training to over 600 students aged 14-16 in schools across the Dyfed Powys force area through performance and workshops. The programme worked with student services, staff and teachers as well as the students themselves. Following the sessions.

- 78% of students completely understood the meaning of sexual violence against women and girls compared to 41% pre-event
- 60% of students felt confident that they would report an incident of sexual violence if they were a witness compared to 45% pre-event
- 83% of students felt either completely or mostly confident that they would be able to safely intervene compared to 50% pre-event

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<sup>3</sup> Recommendations in response to the Super Complaint submitted by Suzy Lamplugh Trust on behalf of the National Stalking Consortium

<sup>4</sup> Adult Practice Review, Child Practice Review, Domestic Homicide Review, Offensive Weapons Homicide Review.

A series of Man Ally facilitated workshops and sessions were also delivered in force to support growth of a sustainable network of Man Allies (upstanders) in force and was designed to address some of the most common workplace barriers regarding culture, community and communication. The courses specialised in engaging men towards equality, inclusion, wellbeing and rethinking male masculinities and is a powerful driver of an inclusive workplace culture.

In 2024, Welsh Government funding for the Wales Police Schools Programme was rescinded. The Police and Crime Commissioner and Chief Constable have developed and funded a new schools programme, understanding the value and benefits of the programme in the communities of Dyfed Powys.

The new Schools Service has 14 dedicated police officers delivering a curriculum to 328 schools in the force area alongside a supportive school policing environment. The structure creates a single point of contact for every primary and secondary educational establishment. A police staff Schools Service Manager oversees the tactical operational delivery of the team and collaborates with key partner agencies and stakeholders.

The new programme has been developed based on local challenges, needs and policing demands with key aims to prevent young people from entering the criminal justice system through early intervention, prevention, and engagement; and via a collaborative approach with partners enabling children to thrive and reach their full potential.

Following Welsh Government funding cuts in 2024 that resulted in a reduction in PCSO posts by 44. The Force funded an additional 88 PCSO posts, maintaining a figure of 132 PCSO's in the community throughout this reporting period.

The reductions required during the previous reporting period were achieved through natural wastage and retirements. The Force continues to closely monitor and support the changes as part of the Neighbourhood Policing and Prevention Strategy developed in 2024.

Throughout peak periods and during surges in demand, the Force has maintained its commitment to ensuring an effective policing response to our communities through prioritising sufficient resources, balancing officer safety and welfare, whilst enabling the Force to effectively communicate, provide visibility and engage with members of the public.

Implications from unexpected and expected surges in demand varies from unrestricted mass public movements, associated public safety concerns, overcrowded spaces, to general policing and increased crime, all potentially affecting partners across the Dyfed Powys Local Resilience Forum defined area. The strategic objective of all operations is to keep communities safe, safeguard the vulnerable, protect 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 (ASB). Patrol plans for areas of significance, such as beaches and open spaces are created and implemented.

The Force established Operation Ivydene, funding by Home Office ASB Hotspot Funding and the Police and Crime Commissioner. Operation Ivydene involves targeted high visibility patrols in 10

hotspot areas across the force using a problem-solving approach, targeting issues responsible for ASB in specific locations.

Throughout the year, Operation Ivydene has provided c.7500 hours of visible patrols, of which 10% have included patrols with partner agencies. Over 3600 engagement questionnaires have been completed and 70% of shifts have engaged with yet to reach communities. 81% of shifts have engaged with local businesses, 3<sup>rd</sup> sector organisations or charities.

196 stop searches have been conducted with a 33% positive rate including 3 knives being taken off the street, with overall ASB levels in the hotspot areas falling significantly with the following reductions/changes in ASB demand.

Force	Carmarthenshire	Ceredigion	Pembrokeshire	Powys
-6%	-9%	-7%	-20%	+20%

The Home Office has confirmed that ASB Hotspot funding will continue in 2025/26.

In February 2025, the government announced new policing measures to be introduced in parliament via a new Crime and Policing Bill<sup>5</sup> as part of a broader initiative to address community safety. The Crime and Policing Bill 2025 will address knife crime, violence against women and girls, child sexual abuse and terrorism as well as shop theft, phone theft and anti-social behaviour.

Both direct and indirect demand impacts on policing throughout the year to include heightened summer demand. In addition, there are a number of key events each year that significantly increase visitor number in the Force area to include.,

- The annual Royal Welsh show that attracts over 250,000 visitors occupying 165 acres of land
- Ironman Wales attracting 10,000 visitors per day
- Pembrokeshire attracts on average 4 million visitors a year, Ceredigion 3 million and Carmarthenshire 3.1 million
- Hay Festival which takes place each year with on average 70 artists and writers, 60 events and attracts over 100,000 visitors over an 11-day period.
- The World Rally GB stage attracting 20,000 visitors and growing attendance year on year
- In addition, numerous showgrounds, events and festivals that challenge the road network across Dyfed Powys as well the requirement to police events throughout the year

The Force also supports mutual aid deployments to include Operation Navette I and II which was the largest mobilisation of public order officers in response to violent disorder in the UK during the summer 2024. Mutual Aid deployments have also included European Leaders Conference, National Protests, Drone attacks on military infrastructure.

The Force has significantly increased use of Drones to support operational policing. Critical benefit of drone use is officer and public safety and to assist in numerous deployments to include; search and rescue, suspect and property, search crime scene, disaster response, road traffic and collisions, firearms incidents and public order.

<sup>5</sup> [Crime and Policing Bill 2025 - GOV.UK](https://www.gov.uk/government/bills-2025)

The Force declared a major incident across the counties of Carmarthenshire, Ceredigion, Pembrokeshire and Powys in December in response to significant disruption caused by Storm Darrah with the Force dealing with high volumes of calls related to storm damage, including loss of power across the community and essential emergency services for a protracted period of time.

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

The Force is preparing in advance of the next HMICFRS PEEL Inspection 2025-27 due in May 2026 having made significant progress in relation to a number of areas of improvement allocated from the previous PEEL Inspection, with the 9 areas for improvement signed off within a 12-month period.

During this reporting period, the Force has also been subject to other thematic HMICFRS Inspection activity and direct involvement in inspection. The Force volunteered to be a pilot force for the HMI Probation and HMICFRS Joint Thematic Inspection of Youth Out-of-Court disposals in November 2024.

A number of positive areas were highlighted within the Force in relation to the approach and use of diversionary child focussed outcomes, with areas for improvement identified in respect to the referral process and submission of safeguarding referrals in all cases.

The Force was also involved in a Joint Inspection of Child Protection Arrangements (JICPA) for Pembrokeshire local authority area in March 2025. The final report is due to be published late 2025 however, initial feedback was very positive in respect to the initial response, identification of awareness of vulnerability and the timely and effective sharing of information with partners, and also the strong governance and performance monitoring in place.

From other HMICFRS thematic inspection activity conducted nationally, a number of additional recommendations have also been allocated to all forces from reports published during this 12-month period.

These include Vetting and Anti-Corruption Inspection part 2 (April 2024) - 1 recommendation; Op Soteria progress report (August 2024) - 5 recommendations; Activism and Impartiality in Policing Inspection (September 2024) - 9 recommendations; Policing response to Anti-Social Behaviour (October 2024) - 5 recommendations; and Inspection of How Effectively Police Investigate Crime (March 2025) - 8 recommendations.

Progress is being made with respect to all recommendations from these thematic inspections, which are reported to and discussed at the respective quarterly strategic governance board meetings. The Force has signed off 15 recommendations from the thematic inspections during this reporting period.

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 and via the new Strategic Planning and Assurance Cycle (SPAC) at key points in the year.

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

A new operational leadership structure went live in March 2025, whereby Local Policing Areas (LPA's) were reverted back to Basic Command Units (BCUs). The rationale for the change was to support the new Force Operating Model and to better meet the current and future needs of the Force, enabling BCU Commanders the ability to flex all the resources in their area to meet local demand.

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

This annual self-assessment of financial management arrangements was undertaken for Dyfed Powys Police by the Chief Finance Officer and Director of Finance in March 2025 which looked across 17 underpinning facets and 68 questions. The review considered the arrangements in place to assess compliance with best practice and identify any areas for improvement. The outcome of the self-assessment was presented to the Joint Audit Committee meeting of the 26th March 2025.

The most recent assessment has highlighted significant improvements across all the areas identified for action following the 2024 assessment. This included the incorporation of the medium-term financial planning process as part of the wider Strategic Planning and Assurance Cycle, a return to timeline compliance and improvements in terms of the quality of Financial Statements, improvements with the production of the Annual Governance Statement and in terms of internal audit arrangements. The arrangements for assessing financial resilience and risks had also improved.

The report identified areas where further improvements need to be evidenced and an updated action plan is to be taken forward to the Strategic Finance and Medium-Term Financial Planning in June 2025. The outstanding areas relate to evidencing productivity improvements and enforcing the adoption of options appraisal methodology where the improvement actions implemented in 2024/5 required a period of further embedding to evidence that they are achieving the desired outcomes.

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

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

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

The governance structure introduced in 2022 continues to work well with flexibility to accommodate changes or new business requirements with minor changes made in 2024/25. A minor lack of corporacy in the format and structure of agendas was noted and the removal of standing agenda items in a small number highlighted.

The annual review of strategic meetings and their terms of reference (TOR) was completed in January 2025 with minor changes to include.

- Strategic oversight of new Business Continuity arrangements into the Strategic Policing Requirement Board.
- The inclusion of the new prevention strand and reporting to the Strategic Vulnerability and Prevention Board.
- Changes to reflect oversight to the tactical elements of the Strategic Planning and Assurance Cycle to the Corporate Governance Board.
- A new Strategic Performance Board introduced with oversight by the PCC.
- More focussed emphasis on Cyber Security and Information Risk and additional reporting to include Data, Technology, and Innovation to the Information Assurance Board.
- Technology specific elements arising from the Data, Technology and Innovation work added to the ICT Strategic board.
- Decarbonisation and Sustainability reporting included in the Strategic Estates Board.

Force governance and reporting requirements align in the new Strategic Planning and Assurance Cycle, in relation to the timings of the production of the Annual Governance Statement and other key documents and information sources to support financial planning and reporting throughout and at key points in the year.

Following the May 2024 Police and Crime Commissioner election, the Commissioner requested that a fundamental review of governance arrangements be undertaken to ensure that structures fully supported his discharging of statutory responsibilities. Following conclusion of this activity,

involving consultation with the Chief Constable and Police and Crime Panel members, the Corporate Governance Framework was also reviewed

The Corporate Governance Framework includes:

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

All governance arrangements in force are subject to an annual review to ensure it remains fit for purpose.

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

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

A new Projects and Funding Group has been established to triage project proposals and funding applications and to provide advice and guidance on requirements and to improve access to open and upcoming funding opportunities.

A new Digital Ideas Assessment Group (DIAG) has been set up as part of the Force's digital automation journey to proactively evaluate requests for the utilisation of new technology aimed at improving productivity. The aim is also to review the most appropriate technology fit for a solution to ensure operational data does not develop outside of Niche RMS. The current technology choices are Niche change request, RPA (Robotic Process Automation) processes, MS Power Apps or MS PowerBI for those requiring dashboards. This is now well established with a continuous stream of requests being received.

The Force in-house developed Neighbourhood Policing application has been enhanced to incorporate a schools engagement module that went live in September 2024.

A new CCTV contract was awarded from September 2024 with a first stage cycle of Planned Preventative Maintenance (PPM) a review of current infrastructure and status of equipment deployed being undertaken. The wireless network replacement is included in the new contract, with work being reviewed and carried out over 12 months (to September 2025).

A pilot documentation redaction tool solution was tested and was approved for investment this period and a M365 Cloud backup solution has been procured.

MS Power Apps and Centre of Excellence is now established and delivering a continuous flow of Apps to include as examples; Request a Guest, Request a Team, VRF Process, DFU Fault Log, DFU Repair Flow, DFU FNS Service Request, DFU Cellbrite Flow, MARAC Referral Form, NRM Form to Excel, PNC Transaction Monitoring, Corporate Communications requests, Covert Data Digital Audit.

Robotic Process Automation (RPA) work has included the PPN SRAU RPA process that is live and performing successfully at a rate of 96%, Firearms Licensing and Vetting RPA processes are under development and are due to go live in Qtr. 4 (2025). The Force is part of a National Southern RPA Pathfinder group of forces and is looking to implement processes available on the national catalogue. Demand across ICT continues to outstrip resource capacity with priorities consistently reviewed.

In November 2024, the Force established a new Data, Technology and Innovation Group (DTIG) under the direction of the Deputy Chief Constable that recognises the scale and rate of digital transformation within the police service; and the need to deal with and maintain the increasingly complex technological infrastructure and digital environments.

The National Policing Digital Strategy 2020-2030 sets out the digital ambitions for the police service through a set of digital priorities and technology building blocks required to deliver them. In addition, the Group are undertaking assessments of the Force position and enabling technology with regard to the NPCC National Police Data Board Standards, the Police Digital Service self-assessment, National Data Set requirements in relation to Data Protection Audit Compliance and Data Quality Standards and the NPCC Science and Technology Strategy.

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 Wales communities from risk and harm. Collaboration in Wales is supported by a governance and accountability structure that defines the roles and responsibilities of the Policing in Wales Group and the Wales Chief Officer Group. During this reporting period under the leadership of the Dyfed Powys Police and Crime Commissioner, a PCC Collaboration Board has been established.

Wales forces utilise collaboration to secure greater efficiency and effectiveness in the use of public resources and are committed to working toward greater interoperability and standardisation across all areas of policing. There are a number of long-standing collaborations in Wales to include Counter Terrorism Policing (CTP) Wales, Regional Organised Crime Units (ROCU) Tarian and Titan and Joint Firearms Unit (JFU). Other established collaborations include police Single Online Home websites and the OLEEO recruitment platform, utilising technology to develop common standards.

The sustainability agenda is supported by the Charge project to roll out a consistent EV charging infrastructure for police vehicles across the police estate.

The established three Force Forensic Alliance Programme that includes Forensic Accreditation, SARCs (Sexual Assault Referral Centres) and WSAS (Welsh Sexual Assault Services) has experienced a number of delays this reporting period with regard to building delays and accreditation.

## **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 2023 (Amended), with local agreements of roles and responsibilities set out in the Joint Corporate Governance Framework.

The Force Leadership Development 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 motivation and retention. A new Head of Talent role was introduced into force to ensure the force is optimally resourced for the immediate and the long term future.

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

The Force has also introduced accredited Change Management Training for Senior Leaders that recognises the changing landscape of policing that will equip current and future leaders with the knowledge, skills and strategies needed with a focus on culture, communication and navigating complex change. The force also supports professional development in a number of ways to include involvement in national projects, secondments and attachments to national and regional units.

The Force Wellbeing Strategy is aligned to seven wellbeing themes within the Blue Light Wellbeing Framework: leadership, absence management, creating the environment, mental health, protecting the workforce, personal resilience, and occupational health.

The force is fully engaged in the work of the Police Race Action Plan and have signed up to be part of an anti-racist Wales.<sup>6</sup> Race-related Cultural Awareness Training has been ongoing since January 2025 and includes 3 hour in-person sessions for all officers and staff with external trainers (No Boundaries).

The Service Improvement Unit (SIU) with responsibility for HMICFRS Inspection, Crime Registry, Performance and Analytics and Governance and Change has led the work on the new Strategic Planning and Assurance Cycle. Appointing a new Planning and Assurance Manager responsible for the day-to-day management, liaison, and coordination of reporting throughout the year.

The Force continues to work with UNISON, the Police Federation and Superintendents Association on the nine-point plan to ensure a consistent approach to how assaults on staff and

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<sup>6</sup> <https://www.gov.wales/anti-racist-wales-action-plan-2024-update-html>

officers are dealt with. The Force promotes Oscar Kilo, the National Police Wellbeing Service, and works closely with the College of Policing, NPCC and Home Office to deliver this service.

## **6. Managing risks and performance through robust internal control and strong public financial management**

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

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

In 2024, department risk registers were added to the new Department Delivery Plan workbooks which are managed by the Strategic Planning and Assurance Cycle process, ensuring the Force Risk Officer has central access to all department risk registers. As part of the cycle all department risks are reviewed quarterly and reported at key points in the cycle calendar.

Well established arrangements remain in place between the Force and OPCC who meet regularly to discuss collectively any risks identified that may have relevance to the other's Corporation Sole. If a request to enter a risk on both corporate registers is declined by either organisation, the area of risk is escalated for discussion and decision to the Policing Board.

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

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

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

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

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

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

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

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

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

For the 2024/25 period, no changes were required for the annual review of the Force Risk Appetite Statement, which was approved by the Joint Corporate Governance Board.

The management of risk was subject to internal audit in September 2024, with the outcome of the audit being reasonable assurance with minor changes recommended that have been implemented.

The risks that remained outstanding/registered at the end of the 2024/25 reporting period included.

- Police Funding Formula due to reductions in national grant funding
- GoSafe shortfalls in income and issues with operating costs leading to financial instability
- Regional SARCs collaboration programme due to building delays, adversely affecting the support services to victims of rape and serious sexual assault
- Operational SARCs relating specifically to challenges in achieving accreditation
- Vetting requirements within the application process and national changes
- Crime recording and the application of outcomes due to changes in organisational structures, operating models and national changes
- Contact Management Solution (CMS) due to planned and unplanned outages

Discharged risks or risks under review this period included.

- Health Care Provision (HCP) custody through failure of supplier to meet custody nurse provision supporting detainees' welfare
- Contact Management Solution (CMS) associated with the Force Control Centre services potential failure due to aging infrastructure
- Goleudy Victim Services due to changes in contract and procurement requirements
- CCTV upgrade requirements due to system and storage failures
- Increased demand from external audit delays

- Health and Safety mandatory training and compliance due to national withdrawal of training contract and subsequent compliance due to insufficient resources
- Withdrawal of funding from Welsh Government for PCSOs

The risk associated with Healthcare Provision was formally discharged in February 2025 as the supplier healthcare nursing team had reached a stronger and more stable position with confirmed month on month improvements. The risk continues to be monitored on the custody department risk register for a period of 6 months.

The Contact Management Solution (CMS) was formally closed following the successful implementation of the new system in November 2024. However, a new risk was raised that remains due to the high number of planned and unplanned outages affecting services this period.

The Goleudy risk was discharged in November following review, highlighting the significant progress made and effective mitigation measures implemented. In October 2024, the previously managed Goleudy service changed to Dyfed Powys Victim Service under Victim Support as the new service provider. Victim Support are the leading independent victims' charity in England and Wales and have over 50 years' experience of providing confidential support to anyone affected by crime and traumatic events.

The CCTV risk was discharged in May 2024 following the successful upgrade of CCTV systems.

The risk associated with increased demand from external audit and potential delays was discharged in July 2024. External audit is scheduled following the closure of accounts at the end of June each year. The new Strategic Planning and Assurance Process ensures alignment of key information sources that inform the accounts at key points in the year to support the process.

The Health and Safety training and compliance risk was discharged in July 2024 following successful sourcing of mandatory training courses and the confirmation of agreed funding to support delivery.

The risk relating to the withdrawal of Welsh Government funding for PCSOs was discharged and was recommended for continued monitoring.

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

All Strategic Boards have risk, horizon scanning, policy, learning the lessons and inspection as standing agenda items.

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

The Force Performance Board reports both tactical and strategic performance enabling senior leaders to work together to continuously improve, and problem solve issues identified collectively through an operating model lens. The Force Executive Board enables the Force to review in detail

the people, processes, technologies and other essential components and interdependencies to inform strategic decisions.

The Force represents the Wales region on the National Working Group for Business Continuity and has reviewed and redeveloped all templates, guidance and developed bitesize learning videos for all staff. New testing and exercising have been developed for roll out in 2025 that include increased emphasis on technology failures and information security.

## **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. In addition, the Police and Crime Commissioner is held to account on a quarterly basis by the Police and Crime Panel in a public meeting regarding decisions made during that quarter.

Inspection and audit activity from external scrutiny bodies including 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.

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

The Force was last inspected under the HMICFRS PEEL Inspection Programme in 2023. Overall, the HM Inspector was satisfied with most aspects of the performance of the Force, also recognising the introduction of the new Niche RMS crime recording system during the inspection period that has affected the timeliness of some activities as officers and staff adapt to new ways of working. The Inspectorate also noted the impressive standards in the effective investigation of crime and that the Force responds promptly to calls for service and triages effectively.

However, concerns were highlighted and areas for improvement allocated around the abandonment of non-emergency calls, as well as improvement required in the use of THRIVE (threat, risk, harm, investigation, vulnerability, and engagement) to prioritise response to calls. The Force continues to undertake new daily management meetings that focusses on call volumes and ownership of incidents in lower response grades that has reduced the number of incidents in unmonitored queues.

In addition, new processes of recording crimes reported at an earlier stage has reduced the number of incidents awaiting response. Through additional funding from the Police and Crime Commissioner, the Force has introduced a new contact telephony and radio system, increased resourcing and developed a new operating model to include omnicompetence with the Force Control Centre (FCC).

The Force has made positive progress in both these areas for improvement which have been signed off as met pending further HMICFRS verification.

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

The effective management of operational need supporting the welfare of its officers and staff was graded as requiring improvement by the Inspectorate. Concerns included officers and staff in high-risk roles and those dealing with traumatic incidents with the recommendation that the Force needs to improve its understanding of the welfare needs of its officers and staff.

The Force has initiated a significant programme of change through the ongoing Force and Operating Model review, to bolster uniform response teams whilst improving organisational effectiveness and efficiency.

This is improving service delivery to the public and victims whilst simultaneously improving the welfare, wellbeing and retention of Police Officers and Staff. The Force has also invested significantly in Occupational Health and Wellbeing resources, with a focus on providing a broader range of wellbeing measures, including support for high-risk roles, and raising awareness of support services available to all staff and officers across the organisation.

The Inspectorate found that the Force's financial plans, including investment programme are affordable and will help the Force to meet future demands achieving Financial Excellence in Policing.<sup>7</sup>

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 is working to address areas for improvement to increase visibility and accessibility of neighbourhood officers and improve the way it communicates with local people, having committed to the implementation of a new community engagement app to improve contact and connection with the communities.

The Force has also made significant progress in relation to other areas for improvement highlighted from the HMICFRS PEEL Inspection in 2023, with improved scrutiny and secondary review of all domestic abuse incidents. Delivery of new training for officers and staff in specialist vulnerability roles and enhanced governance and performance monitoring to effectively protect vulnerable people. Each of the areas for improvement relating to the protection of vulnerable people have been signed off as having been met pending HMICFRS verification.

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

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

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<sup>7</sup> <https://www.cipfa.org/services/achieving-finance-excellence-in-policing>

scrutiny has been enhanced to address and discharge another area for improvement highlighted in relation to independent scrutiny of officers' use of force.

The Out of Court Resolution (OoCR) Scrutiny panel provides independent oversight of how alternative disposals such as cautions, and community resolutions are used across the Dyfed Powys area. Chaired by the OPCC, the panel brings together partners from policing, courts, probation, youth justice and the Crown Prosecution Service to review cases, offer feedback and promote best practice. Whilst it cannot change outcomes, the Panel's work helps strengthen accountability and learning.

The Custody Independent Scrutiny Panel (CISP) provides an additional layer of accountability in how detainees are treated and how custody processes are applied. Volunteers review anonymised custody records and selected body-worn footage to assess the Use of Force, safeguarding considerations and compliance with policy and procedure.

The Panel complements the work of the Independent Custody Visitors by focusing on broader patterns, transparency and learning opportunities. It ensures that the rights and welfare of detainees are continuously monitored and that any issues identified are fed back to the service for improvements.

Improvements in the Internal Audit (IA) processes are embedded to include.

- Post audit briefings to strengthen the process
- Improve communications to improve understanding of the IA process
- Key stakeholders to be included in initial IA scope meetings
- Regular reporting to Audit Governance Group on dip sample of Internal Audit processes
- Reporting of audit via force Governance on KPIs and internal audit timeliness throughout the process

Internal Audit updates and recommendations are included in reporting by the Force Inspection Team as a standing agenda item on all Strategic Boards.

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

The Internal Audit function is contracted to an external agency, preserving operational independence. A new contract with TIAA for internal audit services commenced on the 2<sup>nd</sup> September 2024.

The programme for the year 2024/25 included 24 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, 6 of the 24 audits were conducted on a collaborative basis. Two of which were cancelled during the year due to collaborative decisions around timing of audits being too early in process and time needed to bed in.

14 audits resulted in substantial assurance, 6 reasonable assurance, 2 follow up and 2 cancelled which the unallocated days were used for 1 audit which commenced in March 2025.

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

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

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

## **8. Review and evaluation of governance arrangements**

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

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

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

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

The primary role of Internal Audit is to give an assurance to the Commissioner and Chief Constable on the effectiveness of the controls in place to manage risks. To this end the internal auditor delivers an annual opinion of the effectiveness of the controls reviewed by the internal audit team during the year. This annual opinion, set out in the annual report of the Internal Auditor, is one of the key sources of evidence in support of the Annual Governance Statement. The Head of Internal Audit's Annual Opinion for 2024/25 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 in the last year and is not an opinion on the ongoing financial viability or your ability to meet financial obligations that must be obtained by the Office of the Police and Crime Commissioner for Dyfed-Powys and the Chief Constable Dyfed-Powys from its various sources of assurance.

## AUDIT WALES ANNUAL OPINION

*Option is provided/added by Audit Wales post review of the AGS*

Welsh Government have written to Directors of Finance in Wales to confirm the Welsh Government's expectation for the timescales of the preparation and publication of statutory financial accounts for 2024-25 and the following years, given recent correspondence from Audit Wales that sets out their proposed timetable for the next three years which are shown in the table below. *Ed/Nicola to update and table below*

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

## 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 2025/26 and that the areas identified for improvement are suitably addressed.

A summary of the actions that have been completed or discharged, as were listed within the Annual Governance Statement for 22/23/24/25 is provided below.

	Actions	Progress	Status
	<b>Actions 22/23</b>		
6.6	Review governance and financial management arrangements in place for the GoSafe Partnership	Under Review. Cuts to funding and financial challenges in this area remain. A regional review led by South Wales Police on behalf of all Wales Forces is underway.	COMPLETE
	<b>Actions 23/24</b>		
7.1	Planning and Assurance Cycle review	Improvements required to the Force annual Planning and Assurance Cycle, to include alignment of performance, workforce, operating model and MTFP schedules and reporting requirements was presented in December 2023.	COMPLETE
7.2	Digital Forensics review	The number of cases and devices in the backlog have significantly reduced since the start of 2023 (From 448 to 80 device backlog representing an 82% reduction) following the implementation of several long-term changes within the DFU Action plan, which include: - An increase in the number of staff examining devices and the introduction of a two-tier resource structure (new Technician roles) maximising processing efficiencies. - Replacement hardware allowing faster processing times. - Implementation of Improved storage infrastructure allowing efficient data storage and transfer. - Acquisition of new software reducing manual review times. - Refining processes and ensuring proportionate forensic examination strategies. The draft independent review of DFU by TIAA received an overall assessment of 'substantial assurance' with good practice identified with no recommendations for improvement required.	COMPLETE
7.3	Use of Stop and Search/Use of Force	Improvements in processes, reporting and recording stop and search were introduced and implemented to include new Power BI dashboards used internally and a new scrutiny panel that monitors the use of stop search across the Force.	COMPLETE
7.4	Domestic Abuse/Stalking and Harassment (DASH)	DASH (Domestic Abuse Stalking & Harassment) - Secondary reviews of all DASH are being undertaken as opposed to reviews on High Risk which was the case during the inspection. Staffing within the SRAU has	COMPLETE

	Actions	Progress	Status
		changed to 10.45 FTE instead of the established posts of 7. It is clear that the increase in demand and the challenges of NICHE mean that the department is unable to manage with demand with less than 11 staff. The Robotic solution is due to land in June 2024, and we will reevaluate at that point. All issues have been raised in FMS. A new DARA risk gradings are in the process of being rolled out and significant training has been undertaken for secondary assessors and DAO's. A vulnerability hub training package has been developed and will be rolled out to staff in the Summer. Performance data is captured within the hub to monitor and manage queues within the CRU and SRAU allowing greater focus on backlogs in addition there is reporting at ACC's weekly. The stalking coordinator post has been filled and there is a new civil orders officer, helping us to improve the response to victims. The force has delivered Safer lives training to frontline staff with the hope this will improve the service delivery to victims.	
7.5	Internal Audit	The Force tendered a new contract to run from September 2024. Additional key measures have been included within the scope of the contract to ensure all aspects of service delivery are reviewed and up to standard.	COMPLETE
7.6	CIPFA FM Code Compliance – Financial Resilience	The Force has undertaken a further assessment against the Financial Resilience Assessment criteria which will be discussed at the next Strategic Finance and MTFP meeting in July 2024.	COMPLETE
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	COMPLETE
	<b>Actions 24/25</b>		
8.1	Appropriate outcomes for victims	In response to the Peel recommendation the Force to undertake review of current processes and technology options and solutions to ensure the Force is compliant with the Victims Code and any additional requirements under the Op Soteria NOM and potential changes following the introduction of the Victims and Prisoners Act (2024)	COMPLETE
8.2	Neighbourhood Policing Model	Development of a new (revised) Performance Framework, NPT Strategy, Prevention Strategy and Mental Health Strategy to include changes introduced by Right Care Right Person.	COMPLETE
8.3	Corporate governance and meetings	Review of meeting agendas to ensure inclusion of standing agenda items in all Strategic Boards to improve corporacy.	COMPLETE
8.4	Information Assurance	Improvements to include development of a cyber assets register and summary dashboards for Cyber Security Risks.	COMPLETE
8.5	Abandonment rates non-emergency calls	Improvements in the abandonment rate of non-emergency calls and improvement in the use of THRIVE to prioritise response to calls.	COMPLETE

	Actions	Progress	Status
8.6	Wellbeing Awareness	Force to improve awareness of wellbeing support and initiatives to officers and staff, specifically those dealing with traumatic incidents.	COMPLETE
8.7	Internal Audit	Improvements in the internal audit (IA) process to include review of IA scopes and reporting of recommendations at Strategic Boards	COMPLETE
8.8	Corporate Governance Statement	Review of the Corporate Governance Framework in 2024. The Corporate Governance Framework to include. Statement of Corporate Governance that ensures clarity to the way the two corporations govern both jointly and separately. Code of Corporate Governance that sets out how the core principles will be implemented, describing the strategies, arrangements, instruments, and controls to ensure good governance in the two corporations sole, Scheme of Corporate Governance that defines the parameters within which the corporations sole will conduct their business, and., Separate policies and procedures for each corporation sole, with protocols where they operate jointly.	COMPLETE
	<b>Actions 25/26</b>		
9.1	Vetting Demand	Monitoring and reporting of vetting demand and increased referral demand in the anti-corruption unit to be reported and reviewed at quarterly board to monitor impacts/risks from increased demand at the quarterly PSD Assurance Board .A full year review and reduction in demand to be reported March 2026.	
9.2	Strategic Planning & Assurance	An evaluation of the effectiveness of the new Strategic Planning and Assurance Cycle following a full year Cycle to be undertaken and reported by March 31, 2026.	
9.3	Governance	Lack of corporacy in format and structure of agendas, minutes and papers to include removal of standing agenda items at Strategic boards to be addressed by September 2025	
9.4	Forensic Alliance	Risks and impacts from SARC building delays and failed accreditation to be reviewed and impacts to be reported by September 2025.	
9.5	Crime Recording	The risks and impact on changes in organisational structures, operating models and national changes on Crime recording and application of outcomes to be evaluated and reported by September 2025.	
9.6	Contact Management Solution (CMS)	Action plan to remedy the risks associated with planned and unplanned outages following implementation of new Contact Management Solution (CMS) to be developed and monitored via the ICT Strategic Board. Resolution of the issues to be completed and reported by September 2025.	
9.7	Business Continuity	New Business Continuity process to be completed by September 2025 with schedule of testing and exercising to be completed by March 2026 (for the year period	
9.8	Force Operating Model	Evaluation of the impacts and assessment of the effectiveness of changes to be reported by March 2026.	

## **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 2025/26 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**

Ifan Charles  
**T/Chief Constable**

Carys Morgans  
**Chief Executive and Monitoring Officer**

Gary Phillips  
**T/Deputy Chief Constable**

Nicola Davies  
**T/Chief Financial Officer**

Edwin Harries  
**Director of Finance**