

# Understanding the impact of change: researching how evidence can be used to inform and shape the organisational future of Heddlu Dyfed-Powys Police

This research project will seek to understand if the force is equipped to tackle future demands effectively by exploring the impact of past change initiatives.

## Key details

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| <b>Lead institution</b>              | <a href="#">University of South Wales</a>  |
| <b>Principal researcher(s)</b>       | Lee-ann Brereton<br><a href="mailto:30144005@students.southwales.ac.uk">30144005@students.southwales.ac.uk</a> |
| <b>Police region</b>                 | Wales  |
| <b>Collaboration and partnership</b> | This project is supported by the College of Policing <a href="#">bursary scheme</a> .                          |
| <b>Level of research</b>             | Masters  |
| <b>Project start date</b>            | October 2024   |
| <b>Date due for completion</b>       | September 2026   |

## Research context

A strong organisational model is key to delivering strategic direction. Therefore, a critical examination of past and present organisational change is required to determine:

- where we have been
- where we are now

- what elements worked and what did not

A focus could also be placed on the organisation's shared mission, reminding individuals why they are there, what they do matters, and that they are part of something to be proud of (Knight 2015).

In the 2021—22 PEEL Assessment conducted by HMICFRS, Heddlu Dyfed-Powys Police was graded as 'good' in four key areas. By the 2023—25 assessment, these four areas had dropped to a lower grading of 'adequate' or 'requires improvement' (HMICFRS 2024). This has cyclically triggered organisational and operational change initiatives.

How can we understand and learn from the impact of past change initiatives in Heddlu Dyfed-Powys Police to become future-proof?

The difference between a current business model and a desired one provides a direction of travel that might highlight to the organisation the areas it needs to concentrate on to reach that future model (King 2006).

## Research methodology

To understand and explain the impact of change in Heddlu Dyfed-Powys Police, the researcher will gather specific qualitative information from:

- inside the force (past and present operational and transactional change projects)
- structured interviews with employees from differing ranks and experience
- academic research (analysis of existing knowledge)
- analysis of independent investigations (staff survey data sets, reports from global government advisors)

## References

HMICFRS (2024). [Dyfed-Powys PEEL Assessment 2023–2025. His Majesty's Inspectorate of Constabulary and Fire & Rescue Services.](#)

King D. 2006. 'Think, Learn, Improve! Turn your business vision into reality'. Cirencester: Management books 2000 Ltd.

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Knight R. 2015. '[What to do and say after a tough reorganization](#)', Harvard Business Review, 23 October. Accessed: 6 August 2024.