

# Document Pack



Mark James LLM, DPA, DCA  
Prif Weithredwr,  
Chief Executive,  
Neuadd y Sir, Caerfyrddin. SA31 1JP  
County Hall, Carmarthen. SA31 1JP

**FRIDAY, 23 SEPTEMBER 2016**

**TO: ALL MEMBERS OF THE DYFED POWYS POLICE AND CRIME PANEL**

**I HEREBY SUMMON YOU TO ATTEND A MEETING OF THE DYFED POWYS POLICE AND CRIME PANEL WHICH WILL BE HELD IN THE CHAMBER, 3 SPILMAN STREET, CARMARTHEN AT 11.00 AM, ON FRIDAY, 30TH SEPTEMBER, 2016 FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA**

*Mark James*

**CHIEF EXECUTIVE**



**PLEASE RECYCLE**

<b>Democratic Officer:</b>	<b>Michelle Evans Thomas</b>
<b>Telephone (direct line):</b>	<b>01267 224470</b>
<b>Fax:</b>	<b>(01267) 224911</b>
<b>E-Mail:</b>	<b>MEEvansThomas@carmarthenshire.gov.uk</b>
<b>Ref:</b>	<b>AD016-001</b>

## **DYFED POWYS POLICE & CRIME PANEL 14 MEMBERS**

### **CARMARTHENSHIRE COUNTY COUNCIL - 3 MEMBERS**

- |    |            |                     |               |
|----|------------|---------------------|---------------|
| 1. | COUNCILLOR | WYN J.W. EVANS      | (Independent) |
| 2. | COUNCILLOR | W. GWYN HOPKINS     | (Plaid Cymru) |
| 3. | COUNCILLOR | PATRICIA E.M. JONES | (Labour)      |

### **CEREDIGION COUNTY COUNCIL - 3 MEMBERS**

- |    |            |                    |                    |
|----|------------|--------------------|--------------------|
| 1. | COUNCILLOR | ALUN LLOYD JONES   | (Plaid Cymru)      |
| 2. | COUNCILLOR | J.D. ROWLAND JONES | (Liberal Democrat) |
| 3. | COUNCILLOR | T. HAYDN LEWIS     | (Independent)      |

### **PEMBROKESHIRE COUNTY COUNCIL - 3 MEMBERS**

- |    |            |               |               |
|----|------------|---------------|---------------|
| 1. | COUNCILLOR | ROB SUMMONS   | (Independent) |
| 2. | COUNCILLOR | TONY WILCOX   | (Labour)      |
| 3. | COUNCILLOR | STEVE YELLAND | (Independent) |

### **POWYS COUNTY COUNCIL - 3 MEMBERS**

- |    |            |                 |                              |
|----|------------|-----------------|------------------------------|
| 1. | COUNCILLOR | DAVID O. EVANS  | (Powys Independent Alliance) |
| 2. | COUNCILLOR | GRAHAM M. JONES | (Welsh Conservative Party)   |
| 3. | COUNCILLOR | PETER MEDLICOTT | (Shires Independent Group)   |

### **CO-OPTED INDEPENDENT MEMBERS - 2 MEMBERS**

- |    |                     |
|----|---------------------|
| 1. | MR ANDREW EDWARDS   |
| 2. | PROFESSOR IAN ROFFE |

# A G E N D A

1. APOLOGIES FOR ABSENCE AND PERSONAL MATTERS
2. DECLARATIONS OF INTEREST
3. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING HELD ON THE 22ND JULY 2016. 5 - 10
4. MATTERS ARISING FROM THE MINUTES (IF ANY).
5. APPOINTMENT OF CHIEF CONSTABLE. 11 - 42

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## DYFED-POWYS POLICE AND CRIME PANEL

22<sup>ND</sup> JULY 2016

**PRESENT:** Cllr A. Lloyd-Jones (Vice-Chair)

**Carmarthenshire County Council Members:-**

Councillors W.J.W. Evans, P.E.M. Jones and W.G. Hopkins

**Ceredigion County Council Members**

J.D. Rowland Jones and T. Haydn Lewis

**Pembrokeshire County Council Members**

Councillors R. Summons and T. Wilcox

**Powys County Council Members**

Councillors D.O. Evans, G. Jones and P. Medlicott

**Independent Member**

Professor I. Roffe

**In attendance from the Office of the Police & Crime Commissioner:-**

Mr D. Llywelyn – Police and Crime Commissioner

Mrs C. Morgans – Chief of Staff

Ms J. Woods –Chief Finance Officer

Officers also in attendance: -

**Carmarthenshire County Council:-**

Mrs W. Walters – Assistant Chief Executive – Regeneration and Policy

Mr R. Edgecombe – Acting Legal Services Manager

Mrs D. Williams – Assistant Media & Marketing Manager

Mr K. Thomas – Democratic Services Officer

(Council Chamber, County Hall, Aberaeron 10.30 a.m. – 12.10 p.m.)

**1. APOLOGIES AND ANNOUNCEMENTS**

Apologies for absence were received from Councillor S. Yelland (Pembrokeshire County Council) and from Mr A. Edwards (Chair).

**2. DECLARATIONS OF PERSONAL INTERESTS**

There were no declarations of personal interest

**3. MINUTES**

**RESOLVED**, that the minutes of the meeting of the Dyfed-Powys Police and Crime Panel held on the 13<sup>th</sup> May, 2016 be signed as a correct record.

# **DYFED-POWYS POLICE AND CRIME PANEL**

**22<sup>ND</sup> JULY 2016**

## **4. MATTERS ARISING**

### **4.1. Minute 8 – Home office Grant for Panel Activities**

Reference was made to the grant claimed by the Panel from the Home Office for 2014-16 being less than the maximum allowance, and a query raised on whether the Panel was allowed to retain the unspent allocation or, if had to be returned to the Home Office.

The Legal Service Manager advised that the Panel did not receive a budget from the Home Office, but a maximum level of grant it could claim in respect of its duties. Claims against expenses incurred were submitted twice a year and had to be accompanied with supporting evidence. If those claims totalled less than the maximum payable allowance, any unclaimed allocation was retained by the Home Office and could not be rolled-over into the following financial year.

### **4.2. Minute 10 – Draft Forward Work Programme**

In response to a question on the Panel's Draft Forward Work Programme, the Legal Services Manager advised that preparatory work thereon was continuing with a view to its submission to the Panel's October meeting.

### **4.3. Minute 11 – Increasing the Media Presence of the Panel**

The Assistant Media and Marketing Manager advised the Panel that subsequent to its previous meeting a number of activities/initiatives had been undertaken to promote its media presence. Those included the issue of press releases, reviewing the Panel's website with a view to a draft being presented to its October meeting, liaising with its constituent local authorities on the placement of adverts for the appointment of Independent Members', together with extending specific invitations to press organisations to attend its meetings.

In response to the above, it was suggested that a simple guide be produced for the public detailing the Panel's role, membership and relevant contact points. The Assistant Media and Marketing Manager confirmed that the suggested information would be incorporated within the new website.

The Police and Crime Commissioner suggested there was scope for the Panel to work collaboratively with his office to also explain to the public his and his office's role.

## **5. ANNUAL REPORT OF THE POLICE AND CRIME COMMISSIONER**

The Panel, in accordance with the provisions of Sections 12 and 28 of the Police Reform and Social Responsibility Act 2011, received for consideration the Annual Report of the Police and Crime Commissioner for 2015/16. In considering that report, the Panel recognised that it was in respect of the activities of the former Police and Crime Commissioner prior to the new Commissioner's election in May 2016.

The Following questions/issues were raised on the report:-

## **DYFED-POWYS POLICE AND CRIME PANEL**

**22<sup>ND</sup> JULY 2016**

- A concern was expressed at the increasing number of serious road traffic accidents occurring along the A40 and A487 and on the need for the police to take action to reduce those levels.

The Police and Crime Commissioner confirmed that the issue of road safety/speeding had been raised with him subsequent to his election, and he would be incorporating that as a priority within his Police and Crime Plan.

- Reference was made to the increase in recorded incidents of domestic abuse and the Panel advised of concerns expressed by both the Health Board and Ceredigion County Council's Social Services Committee at that increase which, it was felt, could not be attributed solely to changes in recording methods and that, in reality, the number of incidents were increasing.

The Police and Crime Commissioner confirmed that he had raised the issue at a recent meeting and expressed the point that amendments to the recording methods being offered as a reason for the increase was not sufficient, and further investigation should be undertaken to understand why the number of recorded incidents had doubled from 200 to 400. He also advised that whilst the changes in recording methods should be regarded as a positive, the force would need to examine future trends to ascertain whether the current level of incidents had plateaued.

- Reference was made to the numbers of recorded sexual offences for 2015/16, and clarification sought on the current position on the former Commissioner's proposal to provide two new Sexual Assault Referral Centres for victims living in Ceredigion and Powys to avoid the need for their transportation to Carmarthen for physical examination.

The Police and Crime Commissioner advised that it was his understanding the centre in Newtown, Powys was able to undertake forensic examinations under sterile conditions. However, one difficulty being encountered within the rural areas related to the availability of paediatric expertise.

- Reference was made to police response times to 101 calls and the Commissioner advised of complaints received by a panel member in relation to response times in rural areas and to the lack of local knowledge.

The Commissioner in response advised that the Police Control Room was endeavouring to increase response times which, he would be monitoring via the Police Accountability Board. He also accepted there was an inconsistency in emergency response times between rural and urban areas of 80-85% and 98% respectively within a 20 minute period, and that he had raised that with the Chief Constable.

- Reference was made to the inclusion in the annual report of ensuring high standards of professionalism within the police and treating people with respect. Whilst the report reflected that as a priority area, a view was expressed that it didn't appear to be reflected by the police's tone for the provision of special training for ethnic groups, and would that be addressed as part of the Commissioner's Police and Crime Plan.

## **DYFED-POWYS POLICE AND CRIME PANEL**

**22<sup>ND</sup> JULY 2016**

The Commissioner advised that whilst he could not comment on his predecessor's plan, he had taken note of the issue and would have regard thereto when formulating his plan.

- Reference was made to the £50k underspend on the commissioning budget for research and a view expressed that was a missed opportunity which should not be replicated in future years.

The Commissioner advised that there was a national drive for police forces to provide evidence based policies, and that research had an important role in that regard. He confirmed that the current under spend would roll over to the current financial year, and that it was his intention to establish an evidence based board to which, he would be inviting academics and other professionals to contribute to, and assist with research.

- Reference was made to the approximated 240 referrals every quarter to substance misuse services across Dyfed Powys and clarification sought on whether the Commissioner considered enough was being done to reduce those numbers.

The Commissioner advised that it would be his intention to examine that area over the next four years with a view to ensuring, as far as possible, a consistency of service availability across the force area.

- Reference was made to the current situation whereby health care professionals had to travel to Carmarthen to Section persons under the Mental Health Act, and the resultant drain on police/ambulance and social services.

The Commissioner confirmed that he would liaise with the Public Service Board on the issue raised, together with the need to work strategically and for the Board to invest in the provision of resources to support local organisations. He also reminded the Panel that the force currently operated a Triage system with the Hywel Dda University Health Board to improve support and provide more timely assessments for people suffering episodes of mental distress.

- In response to a question on police officer levels within the Dyfed Powys Force, the Commissioner advised that he had requested the Chief Constable to examine that, having particular regard to both rural policing levels and the recent Inspectorate of Constabulary's report on the force. He also stated that the Chief Constable, in undertaking that review, could not look at police officer levels in isolation, but would also need to have regard to the level of other skilled professionals required for the force's operation.

**RESOLVED that the Police and Crime Commissioner's Annual Report for 2015/16 be received.**

### **6. PROGRESS REPORT ON THE POLICE AND CRIME PLAN**

The Panel received for consideration a progress report on the Development of the Police and Crime Plan, which the Police Commissioner was required to produce under Section 5 of the Police Reform and Social Responsibility Act 2011.



## **DYFED-POWYS POLICE AND CRIME PANEL**

**22<sup>ND</sup> JULY 2016**

The following questions/issues were raised on the report:-

- Reference was made to Dyfed Powys Police Force being one of four Welsh Police Forces, and to whether the new Police and Crime Plan could contain reference to collaborative working arrangements between the forces e.g. procurement.

The Commissioner confirmed that collaborative working was an area he would like to explore further and develop over the next four years. However, any such arrangements would have to be of benefit to, and ensure high levels of service for the people of Dyfed Powys.

- In response to a question on CCTV provision, the Commissioner advised that whilst he would not be looking to re-introduce coverage it was his intention to re-invest and improve the existing infrastructure. To that end, he would be establishing a project team to look at provision across the force area and, if appropriate, look to establish partnership arrangements with local authorities, local health boards and private and public sector organisations.

**RESOLVED that the report be received**

### **7. REVIEW OF GOVERNANCE ARRANGEMENTS**

The Panel gave consideration to the issue of governance arrangements introduced by the former Police and Crime Commissioner

The following questions/issues were raised on the report:-

- Reference was made to the operation of the Police Accountability Board and the Commissioner questioned on its accountability, being an unelected Board.

The Commissioner reminded the Panel that he had been democratically elected and it was his role to ensure the Chief Constable was held to account and scrutinised over the management of the Dyfed Powys Force.

With regard to existing governance arrangements, he reminded the Panel that the Policing Board met every two weeks and minutes of those meetings were published on the website. The Public Accountability Board met every few months with the meetings being open to the public. He had also discussed with the Panel's chair the possibility of involving the Panel with future Board meetings, to which he had no objection. Additionally, he would arrange for the new Chief Constable to accompany him to future Panel meetings following his/her appointment.

**RESOLVED, that the report be received.**

### **8. DECISIONS TAKEN BY THE POLICE AND CRIME COMMISSIONER**

The Panel received, for information, a report detailing the decisions made by the former Police and Crime Commissioner for the period 15<sup>th</sup> January to 11<sup>th</sup> May, 2016 and by the new Commissioner for the period 12<sup>th</sup> May to 13<sup>th</sup> July, 2016.

**RESOLVED, that the report be received.**

## DYFED-POWYS POLICE AND CRIME PANEL

22<sup>ND</sup> JULY 2016

### 9. COMPLAINTS AND CONDUCT MATTERS

The Panel received a report on complaints and conduct matters recorded against the Police and Crime Commissioner subsequent to its previous meeting.

The Legal Services Manager informed the Panel that a complaint had been received from a Mr and Mrs Blackburn against the Police and Crime Commissioner in the way he had dealt with a complaint they had made against the Chief Constable. He advised that consideration of the complaint fell to be heard via the 'Informal Resolution Process' detailed in Part 4 of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012. Accordingly, the Panel should ask questions of the Commissioner on the complaint and, thereafter, issue a report on the outcome of its considerations to both the Commissioner and the complainants.

The Panel in accordance with the Legal Services Manager's advice questioned the Police and Crime Commissioner and, having given due consideration to the complaint:-

**RESOLVED that a report be sent to the complainants, and the Police and Crime Commissioner, detailing the outcome of the complaint.**

SIGNED: .....

DATE: .....

## DYFED-POWYS POLICE AND CRIME PANEL 30/9/16

### APPOINTMENT OF CHIEF CONSTABLE

**Recommendations / key decisions required:**

Review the proposed appointment of a new Chief Constable for Dyfed-Powys Police and thereafter report to the Police and Crime Commissioner in respect of that appointment.

**Reasons:**

Paragraph 4 of Schedule 8 to the Police Reform and Social Responsibility Act 2011 requires the Panel to review the proposed appointment of a Chief Constable and thereafter report to the Police and Crime Commissioner as to whether or not the candidate should be appointed.

Report Author:

Robert Edgecombe

Designation:

Legal Services Manager

Tel No.

01267 224018

E Mail Address:

rjedgeco@carmarthenshire.gov.uk

# EXECUTIVE SUMMARY

## DYFED – POWYS POLICE AND CRIME PANEL

### 30/9/16

#### APPOINTMENT OF CHIEF CONSTABLE

Notification has been received from the Police and Crime Commissioner that he proposes to appoint Mr Mark Collins, the Deputy Chief Constable of the Bedfordshire Constabulary as the new Chief Constable of Dyfed – Powys Police.

Schedule 8 of the Police Reform and Social Responsibility Act 2011 requires the Panel to review that proposed appointment and report to the Commissioner as to whether or not the candidate should be appointed.

In reviewing the proposed appointment the Panel should consider the following factors;

1. Whether the candidate has the required level of professional competence
2. Whether the candidate has the required personal independence to carry out the role

The Panel may ask questions of the candidate in respect of these factors, but should not ask questions relating to;

1. The candidate's personal political views
2. Decisions made by the previous Chief Constable
3. Any operational matters the candidate may have to deal with if appointed
4. Matters of local controversy

At the conclusion of the review the Panel must report to the Police and Crime Commissioner as to whether or not the candidate should be appointed. The Panel may choose to recommend to the Commissioner that the candidate is appointed, or that the candidate is not appointed or the Panel may veto the proposed appointment. In order to exercise such a veto at least two thirds of the total Panel membership must be in favour of doing so.

**DETAILED REPORT ATTACHED?**

**NO**

#### **Section 100D Local Government Act, 1972 – Access to Information**

**List of Background Papers used in the preparation of this report:**

**THESE ARE DETAILED BELOW**

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Legal File	LS-0511/8	County Hall, Carmarthen.

**PURPOSE: Report to the Police and Crime Panel**

**Title: Dyfed-Powys Police Chief Constable Appointment Process**

**Executive Summary:**

In accordance with Section 38 of the Police Reform and Social Responsibility Act 2011, a thorough appointment process has been undertaken to appoint a Chief Constable for Dyfed-Powys Police. In support of the confirmation process as detailed in Schedule 8 of the Act, Members are asked to consider the report of the Appointments Panel Independent Member Carolyn Dhanraj on the process undertaken, along with my report in relation to my decision to present Mr Mark Collins as the preferred candidate for the position of Chief Constable for Dyfed-Powys Police. This decision is unanimously supported by my Appointments Panel, who in adhering to the principles of merit, fairness and openness, robustly challenged and tested candidates to establish whether they met the necessary requirements to perform the role.

**Recommendation:**

That Members of the Police and Crime Panel, upon consideration of the information presented to them, confirm Mr Mark Collins as the Chief Constable of Dyfed-Powys Police.

**Police and Crime Commissioner for Dyfed-Powys**

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the NOLAN Principles for Conduct in Public Life.

**Signature:**

**Date: 21<sup>st</sup> September 2016**



# **Report of Police and Crime Commissioner to Members of the Police and Crime Panel**

## **Appointment of Chief Constable** **Dyfed-Powys Police**

### **1. Purpose of Report**

The purpose of this report is to notify Members of the Police and Crime Panel of my preferred candidate for the position of Chief Constable for Dyfed-Powys Police. In doing so, I will provide the rationale for the decision made and why I believe Mark Collins is suitable for the role.

### **2. Detailed Background**

The Candidate Information Pack (Appendix A) clearly outlines the criteria and context for the Chief Constable appointment. In summary, I set out looking for:

- A credible Chief Officer, with relevant experience including the operational command of police officers at a senior level;
- A commitment to community and customer focus at a senior leadership level;
- Evidence of strong internal and external leadership, in particular effective communication and successful engagement in partnerships in the public, private and voluntary sectors;
- An understanding and appreciation of the particular needs of rural policing; and
- An understanding of the Welsh context, including language and culture.

The interview process included 4 elements:

- Internal Stakeholder Panel – Although unmarked, the feedback received fed into the interview process.
- External Stakeholder Panel – Although unmarked, the feedback received fed into the interview process.
- Presentation – To test operational competence and strategic ability.
- Interview – This included a series of questions based on the role profile and Policing Professional Framework. Questions also drew upon the feedback received from the Internal and External Stakeholder Panels and sought to test for further evidence.

It was ensured that each element of the Policing Professional Framework was appropriately covered during the process, as outlined in Appendix B. Further information on each element of the process is available in the Independent Member's report.

Detailed below is a summary of the Appointments Panel agreed scores during the assessment process. In making my decision, I also considered the feedback received from both the Internal Stakeholder Panel and the External Stakeholder Panel.

Candidates	Panel Agreed Score	Panel's Agreed Final Decision
<b>Mark Collins</b>	<b>19</b>	<b>Preferred Candidate</b>
<b>Candidate B</b>	<b>16</b>	
<b>Candidate C</b>	<b>16</b>	
<b>Candidate D</b>	<b>18</b>	

Upon conclusion of the process, I considered that there was an individual who could be appointed to the role of Chief Constable for Dyfed-Powys Police, namely Mr Mark Collins. This was unanimously supported by members of the Appointments Panel.

Mark Collins is currently the Deputy Chief Constable of Bedfordshire Police. His career in the police service started in 1987 when Mark was appointed as a Special Constable in Carmarthen. In 1991 Mark joined the Metropolitan Police as a Police Constable but shortly returned to Dyfed-Powys Police in 1995 as a Constable in Cardigan. Over the next 10 years he worked in all four counties serving at every rank to Superintendent in Uniform and CID.

In 2006 Mark was promoted to lead the Wales Extremism and Counter Terrorism Unit (WECTU). In more recent years Mark has served as the 'Preventing Violent Extremism Deputy National Coordinator' based in London with a national remit, a Borough Commander with the Metropolitan Police Service and has been both Assistant Chief Constable and Deputy Chief Constable at Bedfordshire Police.

He has a long association with the Dyfed-Powys area and lives with his wife in Carmarthenshire.

Mark's performance throughout the selection process was credible and confident. Sound operational experience was demonstrated during the presentation to the Appointments Panel where he displayed gravitas and a natural authority. Throughout the process Mark demonstrated clear leadership and an appreciation of the Dyfed-Powys context. He drew upon his experience of dealing with issues and directly related them to matters that need addressing in Dyfed-Powys. Furthermore, Mark evidenced successful engagement with the workforce, the public and partners which resonated with the leadership criteria outlined in the Chief Constable Information pack (Appendix A).

Mark's performance engendered the confidence of every member on the Appointments Panel. His understanding of the Dyfed-Powys context, his commitment and potential to bring inspirational leadership to the organisation assures me that under his leadership, Dyfed-Powys Police will be an employer of choice and deliver a service that meets the needs and expectations of our local communities.

Discussions in relation to the specifics of the Terms and Conditions of appointment are currently underway; however my position is clearly detailed within the Chief Constable Information pack (Appendix A). Details of finalised agreements will be provided to Members of the Police and Crime Panel in due course.

### 3. Impact Considerations

Implication	Impact Considered (Yes/No)	Impact Identified (paragraph reference)
Legal	Yes	Covering Report
Financial	Yes	Appendix A
Race and Equality	Yes	Main Report
Human Rights	Yes	None
Environmental and Sustainability	Yes	None
Risk Analysis	Yes	Main Report
National Park Implications	Yes	None

### 4. Appendices

- Appendix A - Candidate Information Pack for the post of Chief Constable – Dyfed-Powys Police.
- Appendix B – Summary of the Police Professional Framework areas covered during the Chief Constable assessment process.

### 5. Background / Supporting papers

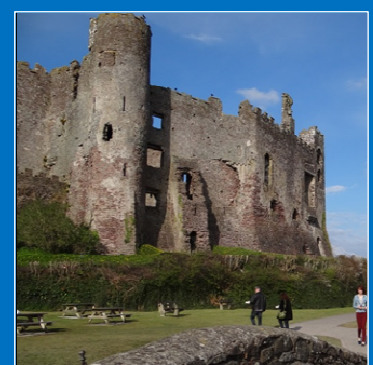
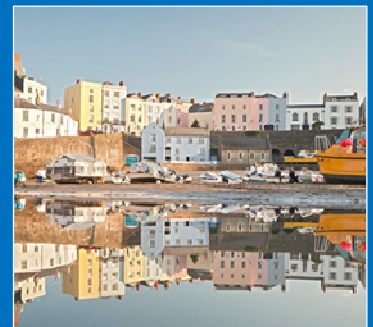
- 'Guidance for the Appointment of Chief Officers', College of Policing (November 2012).



We seek an inspirational  
**CHIEF CONSTABLE**



COMISIYNYDD  
HEDDLU A THROSEDDU  
DYFED-POWYS  
POLICE AND CRIME  
COMMISSIONER



**Enquiries**

Carys Morgans,  
OPCC Chief of Staff  
and Monitoring Officer

**Phone**

01267 226440

**E-mail**

carys.morgans.opcc  
@dyfed-powys.pnn.police.uk

**Application Deadline**  
Midday, September 1, 2016

## **Recruitment Information Pack Content**

Message from the Police and Crime Commissioner	2
Overview of the Role	3
Person Specification	4
Terms and Conditions	9
Recruitment Process	12

## **Message from the Police and Crime Commissioner for Dyfed-Powys**

As the newly elected Police and Crime Commissioner, it is my privilege to appoint a new Chief Constable on behalf of the communities of Carmarthenshire, Ceredigion, Pembrokeshire and Powys.


Dyfed-Powys is the largest geographical police force area in England and Wales. It is a beautiful, sparsely populated area and I feel we are very fortunate to live and serve the public here. However, the very things which make this area so wonderful also bring with them unique policing challenges. A migrant workforce and tourism create seasonal fluctuations in population and although we have the lowest crime levels in England and Wales, our rural communities often feel isolated, with limited access to services.

The Dyfed-Powys Police Force is an integral part of the communities we police and this unique relationship is of paramount importance. The public must remain at the heart of everything we do and every decision made. We are looking for an inspirational, visionary and courageous leader who will visibly engage with their workforce, partners and local communities. We need an individual who can deliver creative policing approaches sensitive to our communities, recognising the cultural and linguistic differences of the area.

You will build a strong team who will be trusted, professional and selfless in their duty to safeguard our communities. With the ability to lead and inspire, you will have a proven track record of delivering results.

The position of Chief Constable comes with considerable responsibility and you will need to demonstrate how your skills and abilities meet the role and can make a real difference to policing and the public of mid and west Wales.

We look forward to hearing from you.

A handwritten signature in black ink, appearing to read 'Dafydd Llywelyn', written in a cursive style.

**Dafydd Llywelyn**

**Police and Crime Commissioner**

## **OVERVIEW OF THE ROLE:**

We are looking for an exceptional Chief Officer with the experience, ambition and vision to lead the delivery of policing services for the communities within the Dyfed-Powys area. The individual should have strong communication skills, focus, drive and energy.

The Chief Constable will be responsible for fulfilling all professional and legal obligations of the office of Chief Constable, and must account to the Police and Crime Commissioner for the policing of Dyfed-Powys. In particular, the Chief Constable will be expected to:

- Provide direction and control to the Dyfed-Powys Police Force in accordance with the Police Act 1996, in order to provide an efficient and effective police service.
- Set the operational strategy and policy for policing in Dyfed-Powys to deliver the vision, values and priorities as defined in the Police and Crime Plan.
- Provide dynamic and high profile leadership to the Force, promoting the highest professional and ethical standards and harnessing the full potential of staff towards the aims of the Force by creating an environment in which people are motivated and inspired to give their best.
- Build a Chief Officer team that is motivated, committed and equipped with the skills, knowledge and confidence to deliver a high quality, continually improving and efficient service that is based on best practice.
- Explore and develop structures and systems to deliver high performing, efficient and best value policing for the communities of Dyfed-Powys.
- Ensure the achievement of high performance by the Force, delivering excellent support for victims, being tenacious in bringing offenders to justice and securing high levels of public satisfaction and confidence.
- Foster strong partnerships with other public, voluntary and private sector agencies to deliver, sustain and promote trust and confidence in policing.
- Build relationships with partners in Wales, including Welsh Government to influence social policy and related fields.
- Provide professional advice to the Police and Crime Commissioner to support him in fulfilling his functions and create effective working relationships with the Office of the Police and Crime Commissioner.
- Lead Dyfed-Powys Police's contribution to the national policing agenda alongside the Police and Crime Commissioner.

## **PERSON SPECIFICATION**

### **Experience:**

The successful candidate will be able to demonstrate:

- Relevant and credible Chief Officer experience, including the operational command of police officers at a senior level;
- A commitment to community and customer focus at a senior leadership level;
- Wide ranging operational experience;
- Drive and ambition, with the ability to deliver high standards;
- Strong internal and external leadership, in particular effective communication and successful engagement in partnerships in the public, private and voluntary sectors;
- Evidence of continuing professional and personal development;
- Budget management and effective resource alignment;
- Effective working with a Police and Crime Commissioner.

It would be desirable for the successful candidate to demonstrate:

- An understanding and appreciation of the particular needs of rural policing;
- A commitment to live within the Force area;
- Understanding the Welsh context, including language and culture;
- A willingness to learn basic Welsh, as a minimum, in order to connect with local communities. The Commissioner will encourage this and ensure that appropriate Welsh language support and training is made available.

### **Policing Professional Framework - Qualities**

The Commissioner requires that the post holder will be able to demonstrate competence in accordance with the Policing Professional Framework (PPF) Executive Level personal qualities:

### **Serving the public**

- Promotes the ethos and values of public service, based on an understanding of the public in Dyfed-Powys and sensitivity to their interests.
- Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them.
- Develops and delivers a clear operational strategy that meets the aims and objectives of the Police and Crime Plan.
- Builds public confidence by actively engaging with communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level alongside the Police and Crime Commissioner.
- Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public of Dyfed-Powys.

### **Professionalism**

- Acts with integrity, in line with the values and ethical standards of the Police Service.
- Delivers on promises, demonstrating personal commitment, energy and drive to get things done.
- Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the Force.
- Listens well. Asks for and acts on feedback, continuing to learn and adapt to new circumstances.
- Takes responsibility for making tough or unpopular decisions, demonstrating moral courage and resilience in difficult situations.
- Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.

### **Leading strategic change**

- Thinks in the long term, working with the Commissioner to establish a compelling vision for the future, and provide a clear direction for the Force.
- Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required.
- Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the Force and partner organisations, particularly through collaboration.
- Understands broad political, social, economic and legislative trends and the potential effect they will have on the Force and service.
- Ensures the Force develops sufficient capability and capacity to meet the Strategic Policing Requirement.

### **Leading the workforce**

- Provides visible, dynamic and credible leadership within the Force and across Dyfed-Powys.
- Creates an environment where every member of the Force feels that their role and contribution is valued.
- Champions and promotes an organisational culture based on the highest professional conduct, standards and values and ensures that rigorous policies and processes are in place to deliver it.
- Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change.
- Gives direction and states expectations clearly.
- Effectively communicates; talks positively about policing and what it can achieve, building pride and self-esteem of the workforce.
- Creates enthusiasm and commitment throughout the Force by rewarding good performance, and giving recognition and praise.
- Promotes learning and development within the Force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

### **Managing performance**

- Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it.
- Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.
- Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met.
- Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money.
- Recognises and highlights good practice yet confronts and addresses underperformance.
- Makes sure that staff are properly empowered, trained and informed to make the very best decisions in delivering policing services.

### **Decision making**

- Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions.
- Gathers and considers all relevant available information, seeking out and listening to advice from specialists.
- Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation.
- Identifies the key issues clearly, and the relationship between different options at a local and national level, assessing the costs, risks and benefits of each.
- Makes clear, proportionate and justifiable decisions and is prepared to make the ultimate decision, even in times of ambiguity and uncertainty.

### **Working with others**

- Builds effective collaborative working relationships through clear communication.
- Maintains visibility and ensures communication processes work effectively throughout the Force and with external bodies.
- Consults widely and involves people in decision-making, speaking in a way they understand and can engage with.



- Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination.
- Treats people as individuals, showing tact, empathy and compassion.
- Negotiates effectively with local and national bodies, representing the interests of the police service.
- Influences the development of social policy in Wales through the establishment of good working relations with the Welsh Government.
- Sells ideas convincingly, setting out benefits of a particular approach, and striving to reach mutually beneficial solutions.
- Expresses own views positively and constructively and fully commits to team decisions once made.

## **TERMS AND CONDITIONS OF APPOINTMENT**

### **Working location**

The majority of work will be carried out from Dyfed-Powys Police Headquarters based at Llangunnor, Carmarthen. However, the nature of the work requires significant amounts of travel throughout the Force area.

### **Working hours**

The post holder will have responsibility for representing the Service and as such will be required to be contactable 24 hours per day when they are the designated Chief Police Officer as a point of contact. They must ensure that the role of designated Chief Officer (point of contact) is shared equitably among the Chief Officer Team.

The role will require attendance at major incidents or other operational events at short notice. Evening and weekend working will also be required including attending meetings and events during these times.

### **Salary**

The spot rate for Dyfed-Powys as outlined in Home Office circular 026/2015 is £133,983.

Whilst the Commissioner has the discretion to offer a salary range of up to 10% above or below the spot rate (£120,585 - £147,381), a decision has been taken that the position will be offered at the spot rate, with no negotiation expected. The post holder will be paid on a monthly basis.

### **Term of service**

The position is offered for a period up to 5 years, subject to agreement between the Police and Crime Commissioner and the Chief Constable.

### **Whole time service**

The successful candidate will be required to devote his/her whole time service to fulfilling the duties of the office of Chief Constable and shall not take up any other additional appointment or undertake a business interest without the prior written consent of the Police and Crime Commissioner.

### **Annual leave**

The post holder is entitled to leave in accordance with Police Regulations.

### **Subscriptions to professional bodies/staff association**

The successful applicant will be liable for his/her membership fees/subscription to NPCC/CPOSA (including the cost of insurance providing legal cover) or any successor bodies.

### **Termination of appointment**

The appointment may be terminated by six months' notice on either side save where the appointee intends to retire when the statutory notice of retirement may be given.

### **Benefits**

- a). The Office of the Police and Crime Commissioner (OPCC) will comply with Regulation 35 of the Police Regulations 2003 as amended by the Secretary of State in respect of relocation expenses.
- b). A Chief Officer Car Scheme is in place for the successful candidate whereby an official car is made available to the Chief Officer. This will be an operationally suitable car available on the Home Office Framework up to the purchase price of £35,000 (excluding VAT). Alternatively the OPCC will pay a lump sum allowance to compensate the Chief Officer for the use of his/her private car in connection with official duties. The current allowance in respect of the Chief Constable is £6,105.48 per annum.
- c). If applicable, the post holder will also receive the Housing allowance.

### **Relocation**

A relocation package will be made available to the successful candidate. Candidate need to be aware that Her Majesty's Revenue and Customs (HMRC) treat such payments as a taxable benefit, which will be the responsibility of the individual officer.

### **Medical Examination**

Applicants who are shortlisted will be required to complete a medical questionnaire and the successful candidate and reserve candidate will be required to undertake a medical examination.

### **Health screening**

The Commissioner will reimburse on an annual basis the cost of comprehensive private health screening. Chief Officers may also participate in a negotiated private health insurance facilitated by the Commissioner subject to the individual officer meeting all of the costs. Family members may be added to this scheme at the expense of the individual Chief Officer.

### **Security clearance**

The successful applicant will be appointed subject to obtaining security clearance at DV (Developed Vetting) level.

### **References**

Two references will be obtained once the assessment process is complete and the successful applicant is identified.

### **Other conditions**

This post will be offered in accordance with the Police Regulations and any other Laws, Regulations or requirements in force.

The Police and Crime Commissioner for Dyfed-Powys is an equal opportunities employer and welcomes applications from candidates regardless of ethnic origin,

religious belief, gender, sexual orientation, disability or any other irrelevant factor.

## RECRUITMENT PROCESS

### Application guidance notes

Please ensure you complete the following by **1<sup>st</sup> September 2016**:

- 1. Letter of 'Why Me' for the Chief Constable post Dyfed Powys Police Force.**
- 2. The Application Form addressing the questions asked to demonstrate your suitability.**
- 3. Letter of endorsement from your Line Manager (Chief Constable or Police and Crime Commissioner.**

When completing your application form, you should give due consideration to the guidance notes detailed within the application form.

Candidates who are successful at the application stage will be provided with further information regarding the format and composition of the interview process.

**For further information** about this post please contact:

Carys Morgans

Telephone: 01267 226440

Email: [carys.morgans.opcc@dyfed-powys.pnn.police.uk](mailto:carys.morgans.opcc@dyfed-powys.pnn.police.uk)

### Recruitment process

Applications must be submitted using the application form provided. Please return your typed completed application form and equality monitoring form (in a separate sealed envelope marked "confidential") to:

Carys Morgans, Chief of Staff and Monitoring Officer  
Office for the Police & Crime Commissioner for Dyfed-Powys  
PO Box 99,  
Llangunnor,  
Carmarthen,  
SA31 2PF.

Applications by e-mail are acceptable and can be sent to [carys.morgans.opcc@dyfed-powys.pnn.police.uk](mailto:carys.morgans.opcc@dyfed-powys.pnn.police.uk). **However, any such application must be confirmed with a signed hard copy by post.**

Please do not submit your Curriculum Vitae as this will not be considered. This is to enable us to consider all applications on an equal basis.

**No applications will be accepted after Midday on 1<sup>st</sup> September 2016**

**Interviews and assessment will take place over two days, on 12<sup>th</sup> and 13<sup>th</sup> September at Dyfed-Powys Police Headquarters.**

Applicants must also disclose any outstanding criminal convictions, investigations or disciplinary proceedings being carried out in relation to their conduct. In addition, applicants are required to disclose previous disciplinary offences that have not been expunged.

### **Equality and diversity**

A fundamental requirement is that the appointments process promotes, demonstrates and upholds equality of opportunity and treatment to all applicants. We are committed to appointing on merit, in a way that is fair and open.

### **Membership of the Selection Panel for appointment**

The Selection Panel for this appointment will be chaired by the Police and Crime Commissioner and will include Carolyn Dhanraj – Independent Member; Professor Alan Clarke – Professor of Criminology, Aberystwyth University; Rhian Jardine – Head of Sustainable Communities, Natural Resources Wales; and Ian Westley – Chief Executive, Pembrokeshire County Council. The Panel will also be supported by Chief Constable Giles York as the Policing Advisor.

### **How your application for the post of Chief Constable will be handled following receipt**

All application forms be assessed by the Selection Panel on the evidence provided to assess if you have the necessary skills, knowledge and experience required for the position. The Selection Panel will determine whether you will progress to the next interview and assessment stage.

All applicants who are not selected for the next stage of assessment will be advised of the outcome of their applications in writing and feedback can be requested.

### **Familiarisation Event**

A familiarisation event for all candidates will be held at Police Headquarters in Carmarthen on 25<sup>th</sup> August 2016. While this is not a formal part of the recruitment process, it is recommended that candidates attend this event.

### **Reimbursement of expenses**

You can claim for reasonable expenses incurred in attending for interview. It is expected that the most efficient and economic means of travel will be used and reimbursement will normally be restricted to that amount. When an overnight stay is necessary, this can be arranged by the OPCC and the details will be included in the invitation to interview.

### **What will happen at the interview?**

Further details will be provided to candidates who are shortlisted by the Selection Panel.

### **What will happen following the interview?**

The Selection Panel will make its decision on the basis of the evidence presented by candidates. The Force will then proceed with security clearance to Developed Vetting (DV) level, if required. We will also conduct the medical clearance procedure and obtain your two references. An appointment is subject to satisfactory completion of these.

All applicants will be advised of the outcome of the appointments process in writing.

If you are successful, you will be expected to verbally confirm your acceptance and invited in writing to accept the appointment by the Police and Crime Commissioner.

If you accept this offer, it will be subject to confirmation by the Police and Crime Panel. The confirmation hearing will take place on 30<sup>th</sup> September 2016, and you will be expected to attend this meeting.

Summary of the Police Professional Framework areas covered during the Chief Constable assessment process.

	Serving the public	Professionalism	Leading strategic change	Leading the workforce	Managing performance	Decision making	Working with others
<b>Application form</b>							
Letter	X	X					
Question 1				X			
Question 2			X				
Question 3							X
Question 4					X		
<b>Presentation</b>	X					X	X
<b>Interview</b>							
Question 1	X		X	X			
Question 2		X		X	X		
Question 3	X	X					X
Question 4			X		X	X	
Question 5		X				X	X
Question 6	X				X	X	





**September 2016**

**Chief Constable  
Dyfed-Powys Police Appointment Process**

**Independent Member Report**  
Carolyn Dhanraj MBE JP

## **1. Introduction**

- 1.1 This report provides information on the appointment process for the role of Chief Constable of Dyfed-Powys Police and in particular, it will comment on:
- how the process met the principles of merit, fairness and openness and
  - the extent to which the Interview Panel were able to fulfil their purpose, to challenge and test the candidate against the stated criteria.
- 1.2 Home Office Circular 20/2012 outlines that it is for the Police and Crime Commissioner to decide how they wish to run their appointment process and which candidate they wish to appoint. However, they should involve an Independent Member as soon as practicable in the process: job specification, shortlisting and interviewing of candidates.
- 1.3 This report is the Independent Member's Report (Carolyn Dhanraj), relating to the appointment process for the role of Chief Constable for Dyfed-Powys Police, which was the responsibility of the newly elected Police and Crime Commissioner Dafydd Llywelyn.

## **2. Aim**

- 2.1 The aim of this report is to provide an assessment of the extent to which the appointment process has been conducted fairly, openly and based on merit. It will also comment on the extent to which the Interview Panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the Chief Constable role.

## **3. Independent Member Role**

- 3.1 The role of the Independent Member is laid out in Home Office Circular 20/2012. It is described more fully within the College of Policing's 'Guidance for the Appointment of Chief Officers'. This Guidance was produced in November 2012 and is maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing including Her Majesty's Inspectorate of Police, Association of Police and Crime Commissioners, Association of Policing and Crime Chief Executives, Senior Police Officers Association, Police Superintendents Association and the Home Office. This was produced under the direction of the Police Advisory Board England and Wales Sub-group on Chief Officer Appointments.
- 3.2 I am currently an Independent Member from the list provided by the College of Policing. In order to become a member of this list I was required to undergo a fair, open and merit-based selection process. This process focussed on my suitability as someone skilled in assessment, capable of quality assuring assessment processes; I also had an induction to this role from the College of Policing and I am continually quality assured in my delivery of services as an Independent Member of Chief Officer Appointments processes. Further details of my background are set out in the role profile in Appendix A.

## **4. Independent Member initial involvement in the Chief Constable Appointment Process for Dyfed-Powys Police**

- 4.1 I was invited to join the process by the Police and Crime Commissioner via the College of Policing to seek my participation. On confirming this, I was contacted by Carys Morgan (Chief of Staff and Monitoring Officer of the OPCC Office), to discuss and review all aspects of the process. The role had already been advertised and my involvement commenced in reviewing and amending the suggested application form and information pack, along with advising the OPCC on the use of Internal and

External stakeholder panels, College of Policing Personality profiles and the other assessment tools available to ensure a robust process. I also suggested, based on my experience, that the PCC could write to his counterparts to encourage as many applications from eligible candidates. I was impressed that the OPCC was open to my advice and suggestions and active involvement from the outset; this demonstrated an openness and transparency to the process.

## **5. Interview panel**

- 5.1 The Interview Panel role is set out in the Guidance on Chief Officer Appointments (4.2.2 of the guidance). This outlines that the Interview Panel should be convened by the Police and Crime Commissioner, before any stage of the appointment process takes place and that consideration may be given to having Interview Panel members involved in helping to define the requirements of the role.
- 5.2 In addition, it states the purpose of the Interview Panel is to challenge and test that the candidate meets the necessary requirements to perform the role and that the Police and Crime Commissioner should select an Interview Panel capable of discharging this responsibility.
- 5.3 The Police and Crime Commissioner should ensure that Interview Panel members are diverse and suitably experienced and competent in selection practices and that they adhere to the principles of merit, fairness and openness (Principles of Appointment Section 3). It is also the Police and Crime Commissioner's responsibility to ensure that appropriate briefing/assessor training is undertaken by all Interview Panel members. It is suggested that an Interview Panel of approximately five members is convened but this is at the discretion of the Police and Crime Commissioner.
- 5.4 The Interview Panel appointed by the Police and Crime Commissioner were selected to provide an expertise and experience to test potential candidates at a policing executive level. All Interview Panel members had read the College of Policing Guidance on Chief Officer Appointments prior to participating on the recruitment process. I also confirmed that the Interview Panel had previously been involved in senior recruitment and panel participation at the beginning of the process.
- 5.5 There were five Interview Panel members comprising of three male and two female members; three white men, one white woman and one minority ethnic woman, who was also the Independent Member. The Interview Panel were supported by a white male Police Adviser and a white female.
- 5.6 **INTERVIEW PANEL:**
  - Dafydd Llywelyn, Dyfed-Powys Police and Crime Commissioner;
  - Alan Clarke, Professor of Criminology - University of Aberystwyth;
  - Rhian Jardine, Head of Sustainable Communities - Natural Resources Wales;
  - Ian Westley, Chief Executive - Pembrokeshire County Council;
  - Carolyn Dhanraj, Independent Member - College of Policing.

The Panel was also supported by the Chief Constable Sussex Police - Giles York as the Policing Adviser and, Carys Morgans the Police and Commissioner's Monitoring Officer.

## **6. Role profile and attraction strategy**

- 6.1 The PCC sought the views of Dyfed-Powys Police employees on the attributes they wanted in a Chief Constable; similarly, he sought views from the public and this stakeholder information was used to develop the role profile. The role profile further reflected the qualities identified by the PCC and stakeholders acknowledging the challenges that would face the new Chief Constable in relation to the emerging new PCC's Police and Crime Plan.

- 6.2 The advertisement was placed on the Police and Crime Commissioner's website, Dyfed-Powys Police's website, the National Police Chief Council website, the Police Professional website and the College of Policing's website. It was also marketed to ACPO members by email and by the PCC writing to other PCC colleagues, asking them to bring the opportunity to the attention of their Chief Officer team. This approach demonstrated an openness and created further opportunity for those suitable, to apply for the post.
- 6.3 The post was advertised from 1<sup>st</sup> August 2016 to 1<sup>st</sup> September 2016 inclusive which was over the recommended time. The College of Policing guidance point 5.3.3 states that 'the vacancy must be advertised for at least three weeks and must be advertised through a public website or some other form of publication that deals with policing matters'. The thoroughness of advertising was to enable an inclusive and openness to attract the most eligible candidate pool of Chief Officers to apply.
- 6.4 A Familiarisation day was scheduled on 25<sup>th</sup> August, which was prior to the closing date to enable candidates to meet with Police and Crime Commissioner for thirty minutes, Heads of Department for an allocated time and spend time within Dyfed-Powys meeting staff and officers.
- 6.5 I am fully satisfied that the Police and Crime Commissioner advertised the vacancy openly (Guidance 3.4.1) to attract the best possible eligible candidate pool.
- 6.6 Please note to ensure absolute fairness, I checked that no direct approaches were made to eligible potential candidates, to encourage or highlight the Chief Constable vacancy. I am satisfied that this part of the process was not biased and was in keeping with transparency of process.

## **7. Shortlisting and Interview Panel briefing**

- 7.1 By the closing date, four application forms had been received for the role of Chief Constable – Dyfed-Powys Police; there had been one additional request for information throughout the process. I am confident that the Chief Constable role had been advertised to enable the best possible pool of candidates to apply, and due process had been followed. It is worth noting, that this role attracted more candidates than other Chief Constable roles that have been advertised in England and Wales in the previous two years.
- 7.2 The short listing meeting was scheduled for Wednesday 7<sup>th</sup> September 2016. The four application forms were securely delivered to the Panel members on Friday 2<sup>nd</sup> September with a shortlisting template, for Panel members to familiarise themselves with the paperwork prior to training and actual shortlisting the following week.
- 7.3 It is noted that two of candidates who applied were known in a professional capacity to the PCC and the Independent Member had previously interviewed three candidates; I checked whether there was any friendship, family or other connections that would indicate a potential bias. The three external Panel members did not know any of the candidates.
- 7.4 I provided an overview of Chief Officer appointments and delivered a briefing on how to shortlist based on the College of Policing guidance using the set criteria and rating scale to ensure a fair and unbiased approach. The Policing Adviser who could not be physically present, joined the Panel via a conference call to provide a briefing on each candidate's policing experience and did not shortlist as he was not a member of the Panel but as a Policing Adviser only.

- 7.5 I invited the PCC to advise the Panel what he was looking for in the new Chief Constable and he drew on his personal views and the needs of the community and the recent staff consultation regarding this key appointment. The Panel confirmed their understanding of the skills, style and commitment the new Chief Constable should demonstrate.
- 7.6 I emphasised that the short listing process and any further assessment should be based on the evidence provided in the application form and not on previous knowledge. This was to ensure fairness (Guidance 3.3.1) and transparency throughout all stages of the assessment. I am confident at this stage that there was nothing that would make the process unfair in terms of bias.
- 7.7 The Interview Panel members individually assessed the application forms against the set criteria using a 1-4 rating scale. To ensure a fair, merit based and transparent assessment of the candidates, I managed the results of this and asked the OPCC to gather the scores from each Panel member and as a Panel, we sought clarification and evidence for the score given. I suggested we alternated who gave their score first to ensure fairness; the Panel then agreed overall score per competency area for each of the four candidates.
- 7.8 Four candidates demonstrated in their application form evidence to enable them to be selected for assessment on Monday 12<sup>th</sup> and Tuesday 13<sup>th</sup> September 2016.
- 7.9 In preparation for the next stage, I requested that the OPCC sought the candidates' SPNAC (Senior Police National Assessment Centre) and latest PDR (Professional Development) reports in order to highlight any areas that the Interview Panel may need to probe through the assessment process.

## 8. Assessment design and delivery

- 8.1 The Interview Panel discussed the merits of assessment through methods such as interview, presentation, media interview, stakeholder panels. I had previously advised the OPCC on the use of stakeholder panels with an internal and external focus and the different assessment methods that could be deployed. The shortlisted candidates would follow a robust and challenging process of:
  - two stakeholder panels (internal and external – see Appendix B for list of participants and presentation topic);
  - a presentation, where the topic was provided on the day with limited time to prepare (see Appendix C for the topic) and
  - a competency based interview.
- 8.2 It was confirmed that the Policing Professional Framework (PPF) competencies and the qualities pertaining to Dyfed-Powys Police could be measured fairly and with face and content validity through this assessment process.
- 8.3 **Stakeholder Panels x 2:** one **Internal** comprising of staff and officers, and one **External** with partners and community representatives.

On Monday 12<sup>th</sup> September each of the candidates attended the two Stakeholder Panels; each of these were observed by an Interview Panel member, to ensure it was clear, fair and transparent with the same questions being posed. The core purpose of the two Stakeholder meetings, was to provide an opportunity for the stakeholders to ask the candidate key questions with a particular reference to their community and issues of partnership working and building one team.

The Stakeholder Panels did not to score the candidates, but provided the Interview Panel with useful information about the relative strengths and weaknesses of each candidate, which we could consider during the formal interview stage the following day. Feedback was provided to the Interview Panel by the Internal Stakeholder Panel Chair, Lynne Davies and the External Stakeholder Panel Chair, Alun Harries. As a result of feedback received, the interview questions for the following day were formulated to test and probe areas highlighted by the Internal and External stakeholder panels.

8.4 On Tuesday 13<sup>th</sup> September, the full Interview Panel met one hour before the presentation and the interview to review and to confirm the questions and the process. I invited Dafydd Llywelyn (PCC) to remind the Interview Panel what he was looking for in the new Chief Constable; this reminder of the strengths outlined at the beginning of the process can prove helpful, especially when there are candidates' who score similar scores and need to be differentiated.

8.5 The Interview Panel were briefed by Carys Morgans on the documentation contained in each Interview Panel member's folder, which clearly outlined the PPF competencies being tested. The Interview Panel was chaired by the PCC and the questions were evenly asked by the Interview Panel members. The ORCE (observe, record, classify, evaluate) approach to assessing was reinforced to ensure the Panel gathered evidence and a further confirmation of what each scale descriptor represented in terms of evidence observed and the resultant score between 1-4, once again this was beneficial as it ensured that we assessed the candidate in a fair, merit based and transparent manner.

8.6 The candidate was to follow the process of:

30 minutes	Presentation preparation on the day
15 minutes	Presentation delivery
15 minutes	Questions from the Interview Panel
50 mins	Competency based interview, with flexibility to probe

The **Presentation** subject was designed around a Critical Incident was to provide evidence for the competency areas of:

- Decision making
- Serving the Public
- Working with Others

The **Interview** measured the following competency areas:

- Serving the public
- Professionalism
- Leading Strategic Change
- Leading the Workforce
- Managing performance
- Decision making
- Working with Others

## 11.0 Assessment Decision Making

- 11.1 Each Interview Panel member's folder enabled the Interview Panel to record and mark the presentation and the interview questions independently.
- 11.2 After the candidate had been assessed the PCC verbally gathered each Interview Panel Members' individual scores and we confirmed the evidence gathered to justify the grades for both the presentation and the interview. Collectively we ensured the consistency and justification of each score given to ensure it was evidence based and not bias.
- 11.3 To reinforce the open and transparent process, an overall grid with the candidate name and exercise was populated with the individual scores. Two candidates scored within one point of the other, with the other two candidates scoring the same lower score. The Police and Crime Commissioner was reminded of the qualities and expertise he was seeking for this key role and he felt that the candidate who had scored slightly higher overall was indeed the most suitable.
- 11.4 The Interview Panel supported Dafydd Llywelyn (PCC) in his recommendation to the Police and Crime Panel (PCP) scheduled for Friday 30<sup>th</sup> September 2016, that **Mark Collins** currently the Deputy Chief Constable for Bedfordshire Police be the preferred Chief Constable for Dyfed-Powys Police.
- 11.6 I am very satisfied that Dafydd Llywelyn, the Dyfed-Powys Police and Crime Commissioner, fulfilled his responsibility to ensure the assessment process put in place, was in accordance with the responsibilities listed in the College of Policing Guidance.
- 11.7 I am wholly confident that the Interview Panel appointed, performed their duty to challenge and assess the candidate in manner that was fair, transparent and merit based, following the College of Policing Guidance in an exemplary manner.

Carolyn Dhanraj MBE JP BPS  
**College of Policing Independent Member**

## **APPENDIX A**

### **COLLEGE OF POLICING – INDEPENDENT MEMBER**

#### **CAROLYN DHANRAJ MBE JP BPS**

Carolyn brings a breadth of experience, skills and enthusiasm to make a successful contribution in delivering transparent, fair and robust recruitment processes. She has won and managed several successful Executive Search and Selection recruitment campaigns and Assessment Centres for the appointment of central and local Government roles with OCPA and central government/sponsor department scrutiny. She is British Psychological Society (BPS) qualified and has worked in the private sector, specialising as a Client Partner for Government and Public Services (headhunter), designing and running Assessment Centres and personality testing for senior civil servants. Key clients have included the Home Office, Parole Board, Metropolitan Police Authority, ECHR Commission for Equality and Human Rights, Cabinet Office, Ministry of Justice.

Carolyn has seven years experience as a College of Policing Non Service Member, assessing for Senior Police National Assessment Centre (SPNAC), High Potential Development Scheme (HPDS), the Metropolitan Police Graduate Entry process and Direct Entry. She has acted as an College of Policing Independent Member for over twelve Chief Constables and Deputy/Assistant Chief Constables appointments.

Carolyn has also had a varied career within Local Government as a senior local government officer, focusing on establishing and embedding a range of effective Multi Agency Partnerships (Community Safety, Voluntary Sector & Diversity portfolio), with an expertise and skill in engaging with a range of stakeholders and community groups. She has a notable and substantial history of volunteering, including being the first Chair of Metropolitan Police Service Independent Advisory Group (IAG) on Rape and Sexual Assault – leading to the establishment of Project Sapphire and The Havens (SARCs); Member of the Stephen Lawrence Sub Group – Stop and Search, as Trustee of a National Domestic Violence charity – Standing Together and as a Magistrate.

Carolyn will offer you credible advice and guidance, she will support you in a practical way which will ensure the delivery of a bespoke recruitment campaign, reviewing with you the job description and personnel specification, discussing the best attraction strategy; she will train and guide the appointments panel members throughout the process, ensuring they are aware of their responsibilities to allow the recruitment process to be managed in an accountable, fair and transparent manner. Her firm but fair style of engagement is built on an ethos of openness, transparency and most importantly integrity and accountability.



## **APPENDIX B**

### **Internal Stakeholder Panel Members (these were staff and Officers who responded to the PCC's consultation)**

DS Geoff Asson	Pembrokeshire
Karen Caulfield	Headquarters
Insp James Davies	Carmarthenshire
Lynne Davies	Headquarters
PC Neil Davies	Ceredigion
PC Patrick Dewaine	Pembrokeshire
PC Damian Gillespie	Powys
PS Suzanne Lloyd	Powys
Insp Mike Melly	Headquarters
David Morgan	Headquarters
Philip Pennells	Headquarters
Claire Sedgwick	Headquarters
T/PS Gareth Tanswell	Powys
PC Dan Weston	Powys

Candidates were given 15 minutes to prepare their response on the following topic:

'Dyfed-Powys Police is the largest policing area in England and Wales. How would you ensure a one team ethos focused on delivery for the public?'

Candidates had 10 minutes to deliver their response with a Question and Answer session.

### **External Stakeholder Panel Members**

<b>Name</b>	<b>Representing</b>	<b>Area</b>
Michelle Biden	Independent Advisory Group	Ceredigion
Bruce Carlisle	Local farmer	Pembrokeshire
Gwyneth Evans	Independent Custody Visitor	Powys
Mydrian Harries	Mid and West Wales Fire Service	Carmarthenshire
John James	Young Farmers	Carmarthenshire
Glyn Jones	Prince's Gate	Pembrokeshire
Kevin Pett	Carmarthenshire County Council	Carmarthenshire
Ruth Lewis	People First	Carmarthenshire
Mandy Wilmot	Victim Support	Cardiff
Stephen Wood	Independent Custody Visitor	Ceredigion
Alun Harries	Carmarthen Town Council	Carmarthenshire
Bethan Macintyre	Student	Carmarthenshire
Thomas Evans	Student	Carmarthenshire
Eurfil Lewis	Urdd	Pembrokeshire

Candidates were given 15 minutes to prepare their response on the following topic:

'Safeguarding our communities together' is the organisation's vision. What would be your approach for ensuring meaningful engagement with the public and partners to deliver upon this?'

Candidates had 10 minutes to deliver their response with a Question and Answer session.

## APPENDIX C



### Chief Constable Assessment Process

#### Presentation Topic

Please consider a Critical Incident\* that you are familiar with (you do not have to have been involved in managing it).

You have half an hour to prepare to deliver a 15 minute verbal briefing to the PCC.

Please assume this is the first time the Commissioner is being made aware of the incident.

You should include only enough detail of the incident itself to give context for the briefing.

Please concentrate on the issues that you think will be of most importance to the PCC.

\*A Critical Incident is defined as: any incident where the effectiveness of the police response is likely to have a significant impact on the confidence of the victim, their family and/or the community (College of Policing APP).

You may take any notes you wish into the meeting to assist you.

***(Questions from the Panel followed the Presentation)***