



**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.

<b>Candidates</b>	<b>Panel Agreed Score</b>	<b>Panel's Agreed Final Decision</b>
<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

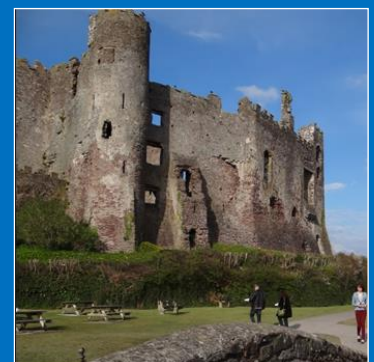
- Appendix A - Candidate Information Pack for the post of Chief Constable – Dyfed-Powys Police.
- Appendix B – Summary of the Police Professional Framework areas covered during the Chief Constable assessment process.

### 5. Background / Supporting papers

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

We seek an inspirational

# CHIEF CONSTABLE



**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

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## **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.



**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.

Appendix B

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	