

WE SEEK AN  
INSPIRATIONAL

# CHIEF CONSTABLE



Heddlu Police  
**DYFED-POWYS**



## Recruitment Information Pack



COMISIYNYDD  
HEDDLU A THROSEDDU  
DYFED-POWYS  
POLICE AND CRIME  
COMMISSIONER

### Enquiries

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### Application Deadline

Midday, July 6th 2021

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## MESSAGE FROM THE 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 policing challenges. Seasonal fluctuations in population particularly linked to tourism, alongside rural communities requires an unique policing response.

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 a strong, dynamic, inspirational, visionary and courageous leader who will visibly engage with their workforce, partners and local communities. We need an individual who can build a diverse workforce and deliver creative policing approaches sensitive to our communities, recognising the cultural and linguistic differences of the area.

The position of Chief Constable comes with considerable responsibility. As the Chief Constable you must identify and recognise the principle purpose of policing; which is all about service. This means service to all - inside and outside of the organisation, and it is essential that you are visible and accessible within the role. 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

"The public must remain at the heart of everything we do and every decision made"



## OVERVIEW OF DYFED-POWYS POLICE

- Largest Force in Wales
- Over 1million hectares of agricultural land
- 350miles of coastline



Dyfed-Powys Police serves the communities of Carmarthenshire, Ceredigion, Pembrokeshire and Powys. It has a population of 0.5 million, which rises significantly seasonally with tourists each year. The area covers a land mass of over half of Wales, has over one million hectares of agricultural land, more than 350 miles of coastline, and stretches from St David's in the west to Crickhowell in the east, and up to Welshpool and Machynlleth in the north.

As the largest force area in Wales, Dyfed-Powys works in partnership with four local authorities and has coterminous local policing boroughs. Beyond the four counties, we also collaborate on a tri-force and All-Wales basis regarding policing responsibilities.

The Welsh language and culture is of significant importance to a number of communities in the Dyfed Powys Force area and the force works and engages with the public in both Welsh and English.

Our Neighbourhood Policing model lies at the heart of our service delivery and is underpinned by local Response, Crime Investigation and Safeguarding functions.

The [Police and Crime Plan 2017-2021](#) sets the strategic direction and priorities for Dyfed-Powys Police:

- Keeping our communities safe
- Safeguarding the vulnerable
- Protecting our communities from serious threats
- Connecting with communities

We are committed to preventing people from becoming victims of crime, especially the young and vulnerable. We will also ensure that, where crimes do occur, victims and witnesses receive the best possible service and best possible outcome. Our workforce comprises 1212 police officers and 945 police staff (including 147 Police Community Support Officers (PCSO)) who provide policing around the clock. The additional recruitment from Operation Uplift has been welcomed by the force and our recruitment campaign is ensuring we attract, develop and retain the best talent, and have a workforce which is increasingly reflective of the communities we serve.

## KEY FACTS

Population

**520,315**

Tourism

**Up to 8million a year**

Area

**4188 square miles**

Number of Annual Crimes

**31558 (2020)**

Number of Police Officers

**1212 (March 2021)**

Number of Police Staff

**945 (March 2021)**

Number of PCSOs

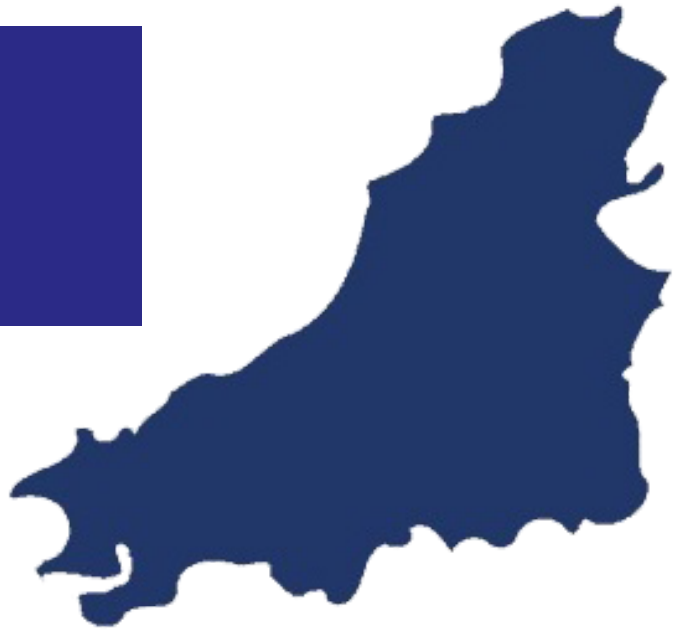
**147 (March 2021)**

Number of Special Constables

**94 (March 2021)**

Number of Local Authorities

**4**



**In Dyfed-Powys Police's PEEL inspection in 2018/19, HMICFRS found the Force's:**

- effectiveness at reducing crime and keeping people safe is good;
- efficiency and sustainability requires improvement; and
- Legitimacy (treatment of the public and its workforce) requires improvement.

**Helpful links:**

- [Performance for Dyfed-Powys Police](#)
- [Dyfed-Powys Police's 2018/19 PEEL Assessment](#)



## 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 communities within the Dyfed-Powys area. The individual should have strong communication skills, focus, drive and energy.**

### Role Purpose

To lead policing in the Dyfed-Powys area and to work with the Police and Crime Commissioner to create a vision and set the direction in which officers, staff and the public have confidence.

The Chief Constable holds direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

The post-holder will be responsible for contributing to regional and national policing by providing an effective and efficient policing service and in doing so fulfil all statutory and legal obligations of the office of Chief Constable.

### Primary Accountabilities

The Chief Constable will be expected to:

- Set and ensure the implementation of organisational and operational strategy for policing in Dyfed-Powys, having due regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands.
- Provide dynamic and high profile leadership to the Force, communicating a clear direction, 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.
- Lead, inspire and engage the Chief Officer Team; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the Force goals and Police and Crime Plan.
- Develop and maintain governance arrangements and processes within the force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.

## OVERVIEW OF THE ROLE (CONT.)



- Hold accountability for Force financial management and determine functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
- Ensure the achievement of high performance by the Organisation, 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 understand the broader operating context of the police service and to influence social policy and related fields.
- Develop a mutually productive strategic relationship with the Police and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
- Maintain operational oversight of the policing response to critical incidents through an understanding of the strategic issues that surround operational policing.
- Have regard to the Strategic Policing Requirement when exercising and planning policing functions in respect of the Force's national and international policing responsibilities.
- Represent the organisation at local, regional and national level, to promote visibility, connect with the public and build confidence in policing.
- Create and drive a culture of development, change and innovation and problem solving to ensure enhanced productivity, value for money and continuous improvement in evidence based policing.
- Play an active role in national decision making on the development of the Police Service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money.

# PERSON SPECIFICATION



## Experience:

### The successful candidate will be able to demonstrate:

- Holding the rank of ACC/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas);
- A commitment to community and customer focus at a senior leadership level;
- Wide ranging operational experience;
- Authorising Officer Training;
- Drive and ambition, with the ability to deliver high standards;
- Strong internal and external leadership, in particular effective communication and successful engagement with multi-agency partnerships in the public, private and voluntary sectors;
- Experience of implementing successful organisational development, change and innovation;
- Experience of implementing an effective performance management framework;
- Evidence of continuing professional and personal development, with up to date operational police knowledge;
- Experience of accountability for management of significant budgets;
- 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 a need to understand and respect the unique language and culture of local communities within the area and the ability to lead a bilingual police force
- 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.





## COMPETENCY AND VALUES FRAMEWORK (CVF)

The Commissioner requires that the post holder will be able to demonstrate competence in accordance with the Competency and Values Framework (CVF) Executive Level personal qualities

## VALUES

### Integrity

- I always act in line with the values of the police service and the Code of Ethics for the benefit of the public
- I demonstrate courage in doing the right thing, even in challenging situations
- I enhance the reputation of my organisation and the wider police service through my actions and behaviours
- I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations
- I am open and responsive to challenge about my actions and words
- I declare any conflicts of interest at the earliest opportunity
- I am respectful of the authority and influence my position gives me
- I use resources effectively and efficiently and not for personal benefit

### Impartiality

- I take into account individual needs and requirements in all of my actions
- I understand that treating everyone fairly does not mean everyone is treated the same
- I always give people an equal opportunity to express their views
- I communicate with everyone, making sure the most relevant message is provided to all
- I value everyone's views and opinions by actively listening to understand their perspective
- I make fair and objective decisions using the best available evidence
- I enable everyone to have equal access to services and information, where appropriate



## COMPETENCY AND VALUES FRAMEWORK (CVF)

The Commissioner requires that the post holder will be able to demonstrate competence in accordance with the Competency and Values Framework (CVF) Executive Level personal qualities

## VALUES (CONTINUED)

### Public Service

- I act in the interest of the public, first and foremost
- I am motivated by serving the public, ensuring that I provide the best service possible at all times
- I seek to understand the needs of others to act in their best interests
- I adapt to address the needs and concerns of different communities
- I tailor my communication to be appropriate and respectful to my audience
- I take into consideration how others want to be treated when interacting with them
- I treat people respectfully regardless of the circumstances
- I share credit with everyone involved in delivering services

### Transparency

- I ensure that my decision-making rationale is clear and considered so that it is easily understood by others
- I am clear and comprehensive when communicating with others
- I am open and honest about my areas for development and I strive to improve
- I give an accurate representation of my actions and records
- I recognise the value of feedback and act on it
- I give constructive and accurate feedback
- I represent the opinions of others accurately and consistently
- I am consistent and truthful in my communications
- I maintain confidentiality appropriately





## COMPETENCY AND VALUES FRAMEWORK (CVF)

The Commissioner requires that the post holder will be able to demonstrate competence in accordance with the Competency and Values Framework (CVF) Executive Level personal qualities

## BEHAVIOURS

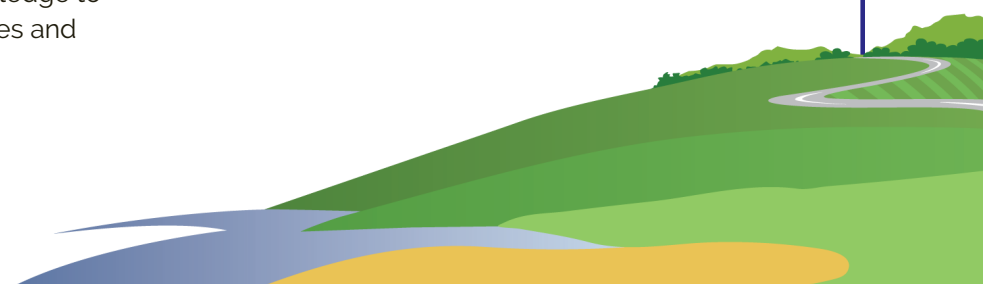
**RESOLUTE  
COMPASSIONATE  
COMMITTED**

### We are emotionally aware (Level 3)

- I seek to understand the longer – term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate
- I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance
- I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed
- I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions

### We take ownership (Level 3)

- I act as a role model, and enable the organisations to use instances when things go wrong as an opportunity to learn rather than blame.
- I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities
- I define and enforce the standards and processes that will help this to happen
- I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance



# INCLUSIVE

## BEHAVIOURS

### INCLUSIVE ENABLING VISIONARY LEADERSHIP

#### We are collaborative (Level 3)

- I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long – term links and work effectively within decision making structures
- I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).
- I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
- I create an environment where partnership working flourishes and creates tangible benefits for all.

## COMPETENCY AND VALUES FRAMEWORK (CVF)

The Commissioner requires that the post holder will be able to demonstrate competence in accordance with the Competency and Values Framework (CVF) Executive Level personal qualities

#### We deliver, support and inspire (Level 3)

- I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.
- I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.
- I ensure that everyone understands their role in helping the police service to achieve this vision
- I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.
- I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes
- I demonstrate long –term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.
- I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.



## BEHAVIOURS

### INTELLIGENT CREATIVE INFORMED POLICING

#### We analyse critically (Level 3)

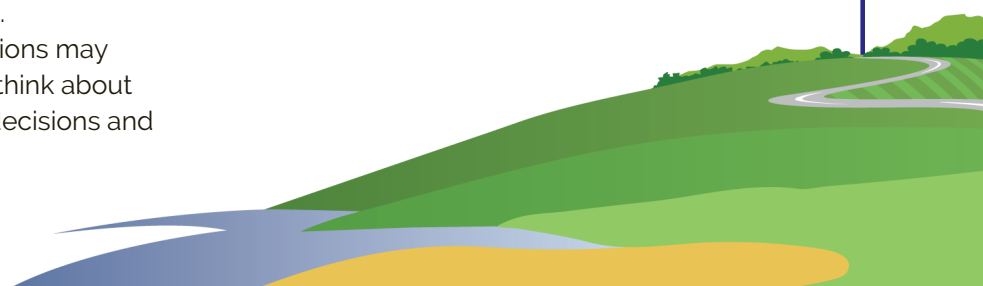
- I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios
- I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial
- I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations
- I use my knowledge of the wider external environment and long-term situations to inform effective decision making.
- I acknowledged that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support

## COMPETENCY AND VALUES FRAMEWORK (CVF)

The Commissioner requires that the post holder will be able to demonstrate competence in accordance with the Competency and Values Framework (CVF) Executive Level personal qualities

#### We are innovative and open minded (Level 3)

- I implement, test and communicate new and far reaching ways of working that can radically change our organisational cultures, attitudes and performance.
- I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements
- I work to create an innovative learning culture, recognising and promoting innovative activities.
- I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.
- I carry accountability for ensuring that the police service remains up to date and at forefront of global policing





# 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 and nationally.

To ensure operational and on-call availability the post holder will be expected to take up residence in the force area within 6 months of appointment. Although it is recognised that this need not necessarily be the permanent family home.

## Working hours

Working hours will not be less than 40 hours per week and such as are needed to fulfil the requirements of the post, subject to the requirements of the Working Time Directive. 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 Police 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 salary is in line with the 2020/21 pay scales as agreed by the Home Office. The spot rate is £146,469.

The Commissioner has the discretion to offer a salary range of up to 10% above or below the spot rate (£161,115 - £131,823).

## 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. Please be aware that is now a requirement that Chief Constables upon retirement must notify the Police and Crime Commissioner of any alternative appointments (whether paid, self-employed or unpaid) for the period of 12 months following the date of leaving the Police Service.

## 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.



# TERMS AND CONDITIONS OF APPOINTMENT



## Performance and Development Review

The post holder will be subject to annual appraisal which will incorporate a review of the post holder's performance against the competencies and accountabilities for the role.

## Annual leave

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

## Benefits and Allowances

The following allowances will apply:

1. Any protected housing / rent entitlement
2. A Chief Officer Car Scheme is available, subject to taxation. If post holders do not wish to participate in this scheme appropriate mileage rates will be paid in accordance with Police Regulations.
3. 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.
4. All IT requirements as necessary e.g. mobile phone, mobile devices, laptop etc. (private phone calls must be paid for).
5. Corporate Credit Card and Force Fuel Card (all personal expenditure and mileage, including home to work travel, must be repaid).
6. Payment of the public liability insurance element of the Chief Police Officers Staff Association subscription.

## Relocation

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. 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.

## Notice Period

The period of notice is six months in writing by either side.

## 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 6th July 2021:

1. Letter of 'Why Me' for the Chief Constable post Dyfed Powys Police Force. (Max 500 words)
2. The Application Form addressing the questions asked to demonstrate your suitability.

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: 07812 116485  
Email: [carys.morgans@dyfed-powys.pnn.police.uk](mailto:carys.morgans@dyfed-powys.pnn.police.uk)

## Recruitment process

Applications must be submitted electronically using the application form provided to [carys.morgans@dyfed-powys.pnn.police.uk](mailto:carys.morgans@dyfed-powys.pnn.police.uk).

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 6th July 2021.

Interviews and assessment will take place over two days, on 20th and 21st July 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.

# RECRUITMENT PROCESS



## 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 Gill Lewis – Independent Member; Professor Uzo Iwobi – Race Council Cymru; Tegryn Jones – Chief Executive, Pembrokeshire National Park; and Dr Caroline Turner – Chief Executive, Powys County Council. The Panel will also be supported by Chief Constable Andy Marsh 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.

## 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 30th July 2021, and you will be expected to attend this meeting.