

**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 Appointment Panel Independent Member Robin Field-Smith on the appointment process undertaken, along with my report in relation to my decision to present Mr Simon Prince 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 Simon Prince 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: 28<sup>th</sup> February 2013**



# **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 Simon Prince 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 Crime Fighter
- A Leader & team-builder
- Effective Communication skills
- An individual who is innovative and broad-thinking
- Commitment to local communities & sensitivity to the Welsh context

The Interview process included 4 elements:

- Scenario – To test operational competence
- Media Interview – To test communication skills
- Presentation – To test strategic ability
- Interview – Which included a series of questions based on the role profile and Policing Professional Framework. Questions also drew upon information provided in application submitted and sought to test for further evidence.

Further information on each element of the process is available in the Independent Member's report along with details of how candidates performed.

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 Simon Prince. This was unanimously supported by members of the Appointments Panel.

Simon Prince is currently the Assistant Chief Constable of Gwent Police. He joined Gwent Police in 1990 and has spent all of his 22 years police service in Wales. He has a long association with the Dyfed-Powys area and lives with his wife and young daughter in Powys.

Simon's performance throughout the selection process was outstanding. He remained calm and in control and delivered a high quality performance in each element of the process. This engendered the confidence of every member on the Appointments Panel.

During the scenario, sound operational experience was demonstrated. He displayed gravitas and a natural authority as he briefed the Appointments Panel. This was further displayed during the media assessment, where Simon delivered a strong, professional interview with excellent use of key messages.

A well thought-out strategy was presented by Simon, showing clear leadership and an ability to think outside the box. He demonstrated an understanding of the issues as well as an appreciation of the Dyfed-Powys context. This was further exemplified during interview, where he drew upon his experience of leading innovation and change in Gwent Police. During his period as Assistant Chief Constable in Gwent, crime has fallen faster than in any other force area in England and Wales. Anti-social behaviour has been cut, and closer working with the Crown Prosecution Service has resulted in more offenders being brought to justice in the courts.

The views of the Panel were clearly summarised by one Member, who stated that Simon “gave me real confidence he could lead the force, motivate staff, be trusted by the public, build alliances with partners and had the courage to improve performance in a real way.”

It is accepted that Simon has limited experience in an ACPO rank. Nevertheless, during the assessment process he demonstrated maturity, vision and the potential to bring inspirational leadership to the organisation. To support his professional development, I will be encouraging Simon to engage with a coach and mentor. Furthermore, I will be encouraging him to take a national role to ensure that he maintains an ability to be outward looking and have exposure to ideas and lessons that will be of benefit to the organisation as a whole.

Discussions in relation to the specifics of the Terms and Conditions of appointment are currently underway. Details 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	Under discussion
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.

### 5. Background / Supporting papers

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



Information pack for the post of

**CHIEF CONSTABLE**

**DYFED-POWYS POLICE**

**For enquiries please contact:**

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Applications should be returned by 5pm on 6<sup>th</sup> February 2013

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

Policing is at an extraordinary juncture. Changing social demands, developing technology and the pressure of austerity affect forces across the country. The pressure for change is immense.

At the same time British policing draws on a long history. The values and traditions of that history are the bedrock of a rightly proud service. Charting a course that makes the most of these demands is an exciting leadership opportunity for all involved in policing.

Local forces face their own challenges. Dyfed-Powys is the largest geographical force area in England and Wales. It has many long established and remote communities, as well as larger urban centres. A migrant workforce and tourism create seasonal fluctuations in population. Crime travels from major conurbations in the Midlands and South Wales. Drugs and antisocial behaviour are problems even in small communities.

Dyfed-Powys prepared for austerity early. As a result the Force faces the current financial challenges in relatively good shape. We must now move from austerity to reinvention. The challenge before us is to mould the best of our police tradition for the demands of the 21<sup>st</sup> Century.

Our [Police and Crime Plan](#) focusses on developing local, community-based policing, driving professional standards and spending wisely. These are my priorities. We want to prevent crime, protect the vulnerable and bring criminals to justice. Our plan builds upon the good work already being done and creates space for those good ideas that have yet to reach the surface. They are there. Our task as leaders will be to hear them and then to act.

We are looking for an enthusiastic, energetic and focussed leader with drive and determination for a varied and exciting role in a wonderful part of the world. You will be expected to build a strong team and deliver innovative models of policing. We look forward to hearing from you.

A handwritten signature in black ink that reads "Christopher Salmon". The signature is written in a cursive style with a horizontal line underneath the name.

**Christopher Salmon**  
**Police and Crime Commissioner**

## **OVERVIEW OF THE ROLE:**

We are looking for an ambitious individual of any qualified rank 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:

- Support the Police and Crime Commissioner in delivering the priorities and objectives set out in the Police and Crime Plan.
- Build a 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.
- Lead changes in police culture, promoting an environment where officers and staff feel valued, empowered to use their professional judgement and connected to the organisation.
- Lead an organisation that is challenging in terms of its geography and diverse populations, ensuring that it is founded on integrity and high professional standards.
- Explore and develop structures and systems to deliver high performing, efficient and best value policing for the communities of Dyfed-Powys.
- Work 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.
- Lead Dyfed-Powys Police's contribution to the national policing agenda.

## **PERSON SPECIFICATION**

### **Experience:**

The successful candidate will be able to demonstrate:

- Relevant 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;
- 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;
- Innovation and broad-thinking, with experience of overseeing change and organisational development.

It would be desirable for the successful candidate to demonstrate an understanding and appreciation of the particular needs of rural policing.

Welsh is not essential but a successful candidate should demonstrate:

- Sensitivity and understanding to the Welsh context, including language and culture;
- A willingness to learn basic Welsh in order to connect with local communities. The Commissioner will encourage this and ensure that appropriate Welsh language support and training is made available.

### **Legal requirements:**

- Applicants must have been a serving constable with a UK police force or policing organisation.
- The courses or assessment centres that must be satisfactorily completed are:
  - a) The Senior Police National Assessment Centre
  - b) The Strategic Command Course.



**Personal qualities:**

The post holder will be able to demonstrate the following personal qualities in line with the Policing Professional Framework (PPF):

**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.
- Builds public confidence by actively engaging with communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level.
- 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, establishing a clear and simple vision based on the values of the Police Service, and 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.

### **Leading the workforce**

- 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.
- 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.

### **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. Fully commits to team decisions.

## **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 Dyfed-Powys.

### **Working hours**

The post holder will be paid on a monthly basis. However, 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.

### **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.

### **Salary**

The position will attract a salary between £123,542 and £136,546, dependent on skills and experience. For reference, the spot rate for this post is £130,044.

The Commissioner will propose a salary, within the range advertised and in consultation with the interview panel, as part of the final offer of appointment.

### **Term of service**

The period 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.

### **Holidays**

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 ACPO/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 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. 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.

### **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

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

### Recruitment process

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

Carys Morgans, Assistant Chief Executive  
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@dyfed-powys.pnn.police.uk](mailto:carys.morgans@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 5pm on the closing date.**

**The closing date for applications is 6<sup>th</sup> February 2013. It is anticipated that interviews will take place on 21<sup>st</sup> and 22<sup>nd</sup> February 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.

### Nationality

You can apply for this post as long as you are a UK national or have dual nationality with one part being British. In addition, this post is open to

Commonwealth citizens and nationals of any of the member states of the European Economic Area (EEA).

### **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 Robin Field-Smith, Professor Martin Innes and two advisors from our partners.

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

The application will 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 progress to the interview stage.

All applicants who are not selected for the next stage of assessment will be advised of the outcome of their applications in writing. Feedback can be requested by any applicant who is not selected for interview. Feedback will be based on the assessment of your merit in relation to the skills, knowledge and experience required.

### **Familiarisation Event**

A familiarisation event for all short listed candidates will be held at Police Headquarters in Carmarthen on Thursday 14<sup>th</sup> and Friday 15<sup>th</sup> February 2013. While this is not a formal part of the recruitment process, it is recommended that applicants attend this event.

### **Interviews – 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 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 a date to be confirmed.