

# Pecyn Dogfennau



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

**DYDD GWENER, 9 CHWEFROR 2018**

**AT: HOLL AELODAU'R PANEL HEDDLU A THROSEDDU DYFED POWYS**

YR WYF DRWY HYN YN EICH GALW I FYNYCHU CYFARFOD O'R **PANEL HEDDLU A THROSEDDU DYFED POWYS** A GYNHELIR YN **YSTAFELL PWYLLGOR A, NEUADD Y SIR, LLANDRINDOD WELLS** AM **11.00 AM, DYDD GWENER, 16EG CHWEFROR, 2018** ER MWYN CYFLAWNI'R MATERION A AMLINELLIR AR YR AGENDA SYDD YNGHLWM

*Mark James* DYB

**PRIF WEITHREDWR**



**AILGYLCHWCH OS GWELWCH YN DDA**

<b>Swyddog Democrataidd:</b>	<b>Martin S. Davies</b>
<b>Ffôn (Ilinell uniongyrchol):</b>	<b>01267 224059</b>
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**PANEL HEDDLU A THROSEDDU DYFED-POWYS  
14 AELOD**

**CYNGOR SIR CAERFYRDDIN - 3 AELOD**

- |    |            |             |               |
|----|------------|-------------|---------------|
| 1. | CYNGHORYDD | KEN HOWELL  | (Plaid Cymru) |
| 2. | CYNGHORYDD | JIM JONES   | (Annibynnol)  |
| 3. | CYNGHORYDD | ERYL MORGAN | (Llafur)      |

**CYNGOR SIR CEREDIGION - 3 AELOD**

- |    |            |                  |                      |             |
|----|------------|------------------|----------------------|-------------|
| 1. | CYNGHORYDD | LLOYD EDWARDS    | (Democratiaid Cymru) | Rhyddfrydol |
| 2. | CYNGHORYDD | KEITH EVANS      | (Annibynnol)         |             |
| 3. | CYNGHORYDD | ALUN LLOYD JONES | (Plaid Cymru)        |             |

**CYNGOR SIR PENFRO - 3 AELOD**

- |    |            |                |                             |
|----|------------|----------------|-----------------------------|
| 1. | CYNGHORYDD | MICHAEL JAMES  | (Annibynnol)                |
| 2. | CYNGHORYDD | STEPHEN JOSEPH | (Annibynnol heb gysylltiad) |
| 3. | LLE GWAG   | ROBERT SUMMONS | (Ceidwadwyr)                |

**CYNGOR SIR POWYS - 3 AELOD**

- |    |            |                |                                  |
|----|------------|----------------|----------------------------------|
| 1. | CYNGHORYDD | DAVID O. EVANS | (Annibynnol)                     |
| 2. | CYNGHORYDD | LES GEORGE     | (Plaid Geidwadol Cymru)          |
| 3. | CYNGHORYDD | WILLIAM POWELL | (Democratiaid Rhyddfrydol Cymru) |

**AELODAU ANNIBYNNOL CYFETHOLEDIG - 2 AELOD**

- |    |                           |
|----|---------------------------|
| 1. | YR ATHRO IAN ROFFE        |
| 2. | MRS HELEN MARGARET THOMAS |

# AGENDA

1. YMDDIHEURIADAU AM ABSENOLDEB A MATERION PERSONOL.
2. DATGANIADAU O FUDDIANT.
3. CWESTIYNAU Â RHYBUDD GAN AELODAU'R PANEL I'R COMISIYNYDD (NID OEDD DIM WEDI DOD I LAW).
4. CWESTIYNAU Â RHYBUDD GAN AELODAU O'R CYHOEDD I'R COMISIYNYDD (NID OEDD DIM WEDI DOD I LAW).
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Mae'r dudalen hon yn wag yn fwriadol

**PANEL HEDDLU A THROSEDDU DYFED-POWYS**  
**16.02.2018**

**CADARNHAU PENODIAD PRIF SWYDDOG ARIANNOL**

Yr argymhellion / penderfyniadau allweddol sydd eu hangen:

Adolygu bwriad y Comisiynydd Heddlu a Throseddu i benodi Beverley Peatling yn Brif Swyddog Ariannol ac ar ôl hynny, rhoi argymhelliad i'r Comisiynydd Heddlu a Throseddu o ran a ddylid gwneud y penodiad ai peidio

**Rhesymau:**

Mae Atodlen 1 Deddf Diwygio'r Heddlu a Chyfrifoldeb Cymdeithasol 2011 yn rhoi dyletswydd statudol ar Baneli Heddlu a Throseddu i adolygu penodiadau o'r fath.

Awdur yr Adroddiad:

Robert Edgecombe

Swydd:

Rheolwr y Gwasanaethau  
Cyfreithiol

Rhif Ffôn

01267 224018

Cyfeiriad e-bost:

rjedgeco@sirgar.gov.uk

**EXECUTIVE SUMMARY  
DYFED – POWYS POLICE AND CRIME PANEL  
16.02.2018**

**Confirmation of Appointment of Chief Financial Officer**

The Police and Crime Commissioner has notified the Panel that he wishes to appoint Beverley Peatling as his new Chief Finance Officer following the resignation of Jayne Woods.

Schedule 1 of the Police Reform and Social Responsibility Act 2011 requires the Panel to review the proposed appointment and report to the Commissioner with a recommendation whether or not he should make the appointment.

The Panel has no power to veto the proposed appointment.

Guidance issued to Panels in respect of confirmation hearings provides that;

1. The Panel should focus its attention upon the professional competence and personal independence of the preferred candidate.
2. The Panel should carefully compare the preferred candidate's CV and the job profile to satisfy themselves that the preferred candidate has the required professional competence to carry out the role
3. Questions to the preferred candidate at the confirmation hearing should relate to that person's professional judgement, insight and ability to advise the Commissioner effectively.
4. The Panel should NOT ask the candidate questions of the following nature;
  - (a) Their personal political or other views (Including whether they agree or disagree with previous decisions of the Commissioner)
  - (b) Questions which seek to hold them to account for decisions made in a previous role (unless phrased in such a way that relate to lessons learnt from past experience)
  - (c) What the preferred candidate will do once in post
  - (d) Hypothetical questions which seek to obtain the candidate's views of controversial local issues.

**DETAILED REPORT ATTACHED?**

**YES**

**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
Host Authority File	LS-0511/26	Legal Services, County Hall, Carmarthen



**EICH CYNGOR arleinamdani**  
www.sirgar.llyw.cymru

**YOUR COUNCIL doitonline**  
www.carmarthenshire.gov.wales



COMISIYNYDD  
HEDDLU A THROSEDDU  
DYFED-POWYS  
POLICE AND CRIME  
COMMISSIONER

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

**Title: Appointment of the Dyfed-Powys Police and Crime Commissioner's Chief Finance Officer**

**Executive Summary:**

The Police Reform and Social Responsibility Act 2011 states that the Police and Crime Commissioner must appoint a person to be responsible for the proper administration of the Commissioner's financial affairs (referred to as the Commissioner's Chief Finance Officer).

In line with Schedule 1 of the Act, Members are asked to consider the proposed appointment. In support of this, detailed below is a report on the decision to present Ms Beverley Peatling as the preferred candidate for the position of Chief Finance Officer within the Office of the Police and Crime Commissioner. This decision is unanimously supported by the 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 Ms Beverley Peatling as the Dyfed-Powys Police and Crime Commissioner's Chief Finance Officer.

**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: 05.02.2018**

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

**Appointment of Police and Crime Commissioner's  
Chief Finance Officer**

**1. Purpose of Report**

The purpose of this report is to notify Members of the Police and Crime Panel of the preferred candidate for the position of Chief Finance Officer. In doing so, the rationale for the decision that Ms Beverley Peatling is suitable for the role will be provided.

**2. Detailed Background**

Following the resignation of the current OPCC Chief Finance Officer, consideration was given to options available in relation to this statutory position. In the past, Dyfed-Powys has had a joint Chief Finance Officer between the Chief Constable and the Police and Crime Commissioner. Following advice from a number of sources including the Wales Audit Office, it was decided in the interest of good governance that there be a division of responsibilities and that separate Chief Finance Officers be appointed for the 2 corporations sole. Whilst a small number of PCCs and Chief Constables continue to share this function, it is felt that in order to support the Commissioner in discharging his statutory responsibilities and holding the Chief Constable to account for financial matters, that the current arrangement of having separate Chief Finance Officers be continued.

The roles and responsibilities of the 2 Chief Finance Officers are clearly outlined in the joint Corporate Governance Framework and are based upon legislative requirements. Furthermore, the OPCC Chief Finance Officer is to be actively involved in strategic business decisions, governance and scrutiny of both the Force and commissioned services.

The Candidate Information Pack (Appendix A) outlines the criteria and context for the Chief Finance Officer appointment. The Chief Finance Officer will undertake the statutory responsibilities set out in paragraph 6 of Schedule 1 to the Police Reform and Social Responsibility Act and Section 114 of the Local Government Finance Act 1988. The Accounts and Audit (Wales) Regulations 2005 impose further responsibilities.

In summary, I set out looking for:

- An individual to deliver a sound financial strategy, ensuring financial management and probity of the highest standards
- A scrutiniser
- An effective communicator
- An individual who is innovative and broad-thinking, with a track record of translating ideas into action via an innovative, yet fiscally sound, approach to financial delivery.

The following criteria were used to assess the suitability of the candidate for the appointment:

- Must be qualified accountant with membership of a CCAB registered body



- Must be able to demonstrate a record of achievement in current / past organisations
- Must be able to demonstrate a broad experience of each of the areas listed in the Statutory and Key Strategic and Management Responsibilities of this role
- Must have experience of effecting change to improve performance
- Should have the ability to speak Welsh.

The opportunity was widely advertised through the OPCC and Force websites, other recruitment websites and via social media. In addition, information was circulated through a number of professional networks such as the Chartered Institute of Public Finance and Accountancy.

A total of 20 applications were received, of which 5 were invited to interview. These were from a diverse background, with a range of private and public sector experience.

The interview process included 2 elements:

- Exercise – To test scrutiny ability, robustness and communication skills
- Interview – To test strategic ability and an understanding of the role.

Further information is detailed in Appendix B.

The Appointments Panel consisted of the following

Dafydd Llywelyn	Police and Crime Commissioner
Carys Morgans	Chief of Staff, OPCC
Jayne Woods	Current Chief Finance Officer, OPCC
Malcolm MacDonald	Chair of the Joint Audit Committee and former Financial Adviser to the Public Services Ombudsman for Wales

Upon conclusion of the process, the panel were unanimous in their decision that Ms Beverley Peatling could be appointed to the role of Chief Finance Officer as highlighted in Appendix C.

Beverley has over twenty years of experience working in the finance arena, a significant number of which were within a policing environment. As a full member of the Chartered Institute of Public Finance & Accountancy, Beverley has a record of achievement that directly relates to the statutory and key strategic responsibilities of the Chief Finance Officer role, and her years of experience within the policing environment will stand her in good stead when navigating some of the nuances of strategic financial management in the police service. Beverley's performance throughout the selection process was impressive. She delivered a high quality performance and clearly understands the complexities of the role. This engendered the confidence of every member on the Appointments Panel that she is capable of delivering as Chief Finance Officer.

The position was advertised on the range of £73,308 - £78,249 per annum. Beverley will commence in post on £73,308 per annum (FTE), however following discussions, the Commissioner is agreeable to her undertaking the role on a part time basis (22.2 hours a week).

References have been received and necessary checks have been completed. Vetting clearance has been granted at Management Vetting and Security Clearance levels. This will allow regular access to Secret assets and occasional access to Top Secret government and police assets.

A report from Malcolm MacDonald as the independent member of the appointments panel is attached in appendix D.

### 3. Impact Considerations

Implication	Impact Considered (Yes/No)	Impact Identified (paragraph reference)
Legal	Yes	Covering Report
Financial	Yes	Main Report
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 Finance Officer
- Appendix B – Interview Assessment Form.
- Appendix C – Interview Recording Form.
- Appendix D – Statement from the Independent Member

### 5. Background / Supporting papers

- Police Reform and Social Responsibility Act 2011
- Financial Management Code of Practice for the Police Service of England and Wales
- Further confidential papers will be provided to Panel members during the Confirmation Hearing pre-meeting.

## Appendix A



Information pack for the post of

# Chief Finance Officer

**For enquiries please contact:**

Carys Morgans, Chief of Staff and Monitoring Officer

**Telephone:** 01267 226440

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

Applications should be returned by 7<sup>th</sup> December 2017

## Recruitment Information Pack Content

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

As the Police and Crime Commissioner, the security and safety of those served by Dyfed-Powys Police is my priority. I have set the strategic direction and priorities in my Police and Crime Plan which focuses on keeping our communities safe, safeguarding the vulnerable, protecting our communities from serious threats and connecting with communities. Underpinning these priorities are a number of key delivery principles, including working together and delivering value for money.

I am looking for an enthusiastic, energetic and high calibre professional to develop and deliver a sound financial strategy in support of the objectives of the Police and Crime Plan. As the Chief Finance Officer, you will play a pivotal role in helping to ensure the vision becomes reality, by providing essential governance, assurance and challenge.

Please take some time to read through our application pack, where you will find a job description and details of how to apply. If you feel you can meet the requirements of the role, and can support me in delivering my vision for safeguarding the communities of Dyfed-Powys, I would very much like to hear from you.

Thank you for your interest.

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 of Chief Finance Officer

The key purpose of the role is to ensure that the financial affairs of the PCC are properly administered and that adequate financial management arrangements are in place across the Office of the Police and Crime Commissioner (OPCC) and Force. The Chief Financial Officer (CFO) also acts as the PCC's strategic financial adviser, ensuring all policies and plans are appropriately resourced.

As one of two statutory officer roles within the OPCC defined by the Police Reform and Social Responsibility Act 2011, the statutory responsibilities are set out in paragraph 6, schedule 1 to the Police Reform and Social Responsibility Act 2011, sections 112 & 114 of the Local Government Finance Act 1988 and the Accounts and Audit (Wales) (Amendment) Regulations 2010. This role is the Section 151 Officer for the Police and Crime Commissioner for Dyfed Powys.

The CFO has certain statutory duties which cannot be delegated, namely, reporting any potentially unlawful decisions by the PCC on expenditure and preparing each year, in accordance with proper practices in relation to accounts, a statement of the PCC's accounts, including group accounts.

The detailed financial management responsibilities of the CFO are set out in the financial regulations.

To enable the CFO to fulfil these duties and to ensure the PCC is provided with adequate financial advice, the CFO:

- will be a key member of the PCC's Leadership Team, working closely with the Chief of Staff, helping the team to develop and implement strategy and to resource and deliver the PCC's strategic objectives sustainably and in the public interest;
- will be actively involved in, and able to bring influence to bear on, all strategic business decisions, of the PCC, to ensure that the financial aspects of immediate and longer term implications, opportunities and risks are fully considered, and alignment with the PCC's financial strategy;
- will lead the promotion and delivery by the PCC of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively; and
- will ensure that the finance function is resourced to be fit for purpose.

## CHIEF FINANCE OFFICER ROLE PROFILE

<b>Grade:</b> N	<b>Department:</b> Office of the Police and Crime Commissioner
<b>Location:</b> Office of the Police and Crime Commissioner, Llangunnor, Carmarthen	<b>Security Vetting:</b> MV, CTC
<b>Role Specific Requirements/ Restrictions:</b>	Political Restriction
<b>Role Specific Hazards:</b>	Display Screen Equipment
<b>System Access Requirements:</b>	To be confirmed

### Brief Description of your job, its main purpose and major tasks:-

The key purpose of the role is to ensure that the financial affairs of the PCC are properly administered and that adequate financial management arrangements are in place across the OPCC and Force. The Chief Financial Officer (CFO) also acts as the PCC's strategic financial adviser, ensuring all policies and plans are appropriately resourced. This is a statutory role and the statutory responsibilities of the CFO of the OPCC are set out in the following legislation:

- Paragraph 6 of Schedule 1 to the Police Reform and Social Responsibility Act 2011
- Section 114 of the Local Government Finance Act 1988.

This role is the Section 151 Officer for the Police and Crime Commissioner for Dyfed Powys.

### Role Specific Major Tasks

1. Be a member of the PCC's Senior Management Team, working closely with the Chief of Staff to implement strategy and to resource and deliver the PCC's strategic objectives sustainably and in the public interest;
2. Lead on development of the PCC's medium term financial strategy;
3. Be actively involved in, and able to bring influence to bear on, all strategic business decisions of the PCC, ensuring that all financial implications, opportunities and risks are fully considered and aligned with the PCC's financial strategy;
4. Ensure the delivery and effective governance of collaboration agreements, partnerships and commissioned services;
5. Represent the PCC at national and regional networks including the Police and Crime Commissioners Treasurer Society (PaCCTs);
6. Scrutinise the financial management of significant projects, to provide assurance to the PCC that investment is efficient and realises intended business benefits;
7. Jointly responsible with Director of Finance for managing the Internal Audit function and supporting the Joint Police and Crime Commissioner and Chief Constable Audit Committee;
8. Exercise roles and responsibilities delegated by the PCC as set out in the Corporate Governance Framework and carry out any other reasonable duties as required by the PCC.
9. Ensuring that the financial affairs of the PCC are properly administered and that financial regulations are observed and kept up to date;
10. Ensuring regularity, propriety and Value for Money (VfM) in the use of public funds;
11. Reporting to the PCC, the Police and Crime Panel and to the external auditor any unlawful, or potentially unlawful, expenditure by the PCC or officers of the PCC; Reporting to the PCC, the Police and Crime Panel and

to the external auditor when it appears that expenditure is likely to exceed the resources available to meet that expenditure;

12. Ensuring production of the statements of accounts of the PCC;
13. Setting on behalf of, and in consultation with, the PCC, the Capital Strategy, Reserves and Balances Policy and all Treasury Management requirements in line with the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services; Code of Practice 2011* and Welsh Government's *Guidance on Local Authority Investments* and any other relevant legislation;
14. To manage the Business and Finance Advisor and the External Funding Manager;
15. To represent the PCC at regional and national level, such as Public Service Boards, Welsh Government and Police and Crime Commissioners' Treasurers Society (PACCTS).

#### **Role Generic Tasks**

16. To be responsible for implementing long-term strategic development across a specialist or professional area and/or in a significant strategic function of the force.
17. To regularly give advice and influence at senior levels of the organisation.
18. To lead a functional area including the shaping of the long term strategic direction of an area of activity.
19. To be accountable for the service delivery and compliance of their function and have a significant influence upon the structure and development of their area of activity.
20. To provide day to day line management of employees, including the proactive management of workplace health and wellbeing.
21. To be responsible for employee conduct, performance and attendance matters in adherence to Force policy.
22. To be overall accountable for resources and financial spend within their function.
23. To ensure succession planning, development of staff and talent management is undertaken.
24. To comply and act in accordance with relevant legislation, Dyfed-Powys Police Policies and protocols, including Code of Ethics, Personal Development Review (P.D.R), Equal Opportunities, Health & Safety, Management of Police Information, Data Protection and Information Security.

**Note:** This job description is provided to give post holders a broad outline of the job activities of this post. Dyfed-Powys Police may require other duties to be undertaken which are not necessarily specified on the job description but which are commensurate with the scale of the post. The job description may be amended from time to time within the scope and level of responsibility relevant to this post.



## **Job Family - Senior Leader**

### **Your level of responsibility:**

1. To lead and be accountable for the function resources/finance and service delivery.
2. To contribute to shaping of the organisation at a strategic level.
3. Provide strategic direction for the function ensuring buy in from all
4. Managing and developing an important area or function within a service.
5. Influencing change and direction in furtherance of the police and crime plan objectives and departmental plan.
6. To use judgement to make decisions on a range of complex and specialist procedural issues.
7. To overcome problems working in compliance with legislation, Police Staff Terms and Conditions, Police Regulations and Dyfed Powys Policies and guidance.
8. Taking decisions on how to introduce and/or assesses proposals or ideas which may contain conflicting information.
9. Seeking and providing information to others who may not be as familiar with the subject matter.
10. You are to maintain confidentiality.

## Assessment Criteria

The selection criteria to be evidenced on application is below:-

Attainments		Application	Interview
Role Specific	1. Must be qualified accountant with membership of a CCAB registered body (E)	X	X
	2. Must be able to demonstrate a record of achievement in current / past organisations (E)	X	X
	3. Must be able to demonstrate a broad experience of each of role specific major tasks detailed of this role (E)	X	X
Role Generic	4. Must hold a degree, equivalent professional qualification or have relevant experience in the field of work bringing the role holder to a comparable level (E)	X	
	5. Must be professionally qualified in the function field and or have relevant experience in the field of work to bring the role holder to a comparable level (E)	X	
	6. Must have proven experience of leading and managing functions/departments (E)	X	X
	7. Must have managed and controlled budgets/resourcing and understanding of financial management procedures (E)	X	X
	8. Must have extensive experience of delivering a service with competing demands (E)	X	X
	9. Must have experience of effecting change to improve performance (E)	X	X
	10. Must show evidence of continuous professional development (E)	X	X
	11. Must have well developed written and oral communication skills, including delivering high quality presentations (E)	X	X
	12. Must be computer literate with good knowledge of Microsoft Word, Excel and PowerPoint (E)	X	
	13. Must be able to evidence ability to work autonomously, making sound evidence based decisions (E)	X	X
	14. Must have proven experience of advising, negotiating and influencing with internal and external customers at all levels (E)	X	X
	15. Must be able to manage a workload and balance competing priorities, redirecting resources quickly and effectively to meet changing demands (E)	X	X
	16. Must be able to travel throughout the force area (E)	X	
	17. Should have the ability to communicate through the medium of Welsh to Level 1 (D) [ <a href="#">Click here for the DPP Welsh Language requirements</a> ]	X	

KEY: (E) – Essential / (D) – Desirable

## **Personal Qualities**

The Chief Finance Officer will be assessed for appointment against the following personal qualities:

### **Serving the Public**

Promotes a real belief in public service, focusing on what matters to the public and will best serve 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 different communities, agencies and strategic local stakeholders, developing partnerships and ensuring people can engage with the police at all levels. Understands partners' perspectives and priorities, and works co-operatively with them to deliver the best possible overall service to the public.

### **Leading Change**

Establishes a clear future picture and direction for the operational unit, focused on delivering the force vision and strategy. Identifies and implements change needed to meet force objectives, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Thinks in the long-term, identifying better ways to deliver value for money services that meet both local and force needs. Encourages creativity and innovation within the Operating Unit.

### **Leading People**

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development, giving honest and constructive feedback to help people understand their strengths and weaknesses, and invests time in coaching and mentoring staff.

### **Managing Performance**

Creates a clear plan to deliver operational unit performance in line with force strategy and objectives. Agrees demanding but achievable objectives and priorities for the operational unit, and assigns resources to deliver them as effectively as possible. Identifies opportunities to reduce costs and ensure maximum value for money is achieved. Highlights good practice and uses it to address underperformance. Delegates responsibilities appropriately and empowers others to make decisions. Monitors progress and holds people to account for delivery.

### **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 within the operational unit. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility

for making tough or unpopular decisions. Demonstrates courage and resilience in difficult situations, defusing conflict and remaining calm and professional under pressure.

### **Decision Making**

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and 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 inter-relationship between different factors. Considers the wider implications of different options, assessing the costs, risks and benefits of each. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

### **Working With Others**

Builds effective working relationships with people through clear communication and a collaborative approach. Maintains visibility to staff and ensures communication processes work effectively throughout the operational unit. Consults widely and involves people in decision-making, speaking to people 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. 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.

## TERMS AND CONDITIONS OF APPOINTMENT

Salary:	£73,308 - £78,249 per annum
Hours:	Up to 37 hours per week, Monday to Friday. The post holder will however be expected to work flexibly when the needs of the service so determine.
Location:	Office of the Police and Crime Commissioner, Dyfed-Powys Police Headquarters, Carmarthen
Reports to:	Chief of Staff and Monitoring Officer
Other terms and conditions of service are in accordance with the Police Staff (National Conditions of Service).	

## **RECRUITMENT PROCESS**

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

For an informal discussion with either the Chief of Staff or Jayne Woods, the current Chief Finance Officer please contact the Office of the Police and Crime Commissioner on 01267 226440 to arrange a mutually convenient time for a discussion.

### **Recruitment process**

Should you wish to apply for this role, please send a covering letter, accompanied by your current CV. Within your covering letter you should provide detail of how you meet the essential and desirable criteria outlined on page 7 of this pack.

Your application should be accompanied by a completed diversity monitoring form – you will find a copy of the form at the end of this pack.

Please send your letter of application and current CV, along with the Equalities Monitoring form to:

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

The closing date is Noon on 7<sup>th</sup> December 2017.

**No applications will be accepted after Noon on 7<sup>th</sup> December 2017.**

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 Commitment**

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.

### **How your application for the post of Chief Finance Officer 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 will be advised of the outcome of their applications in writing.

**What will happen at the interview?**

Further details will be provided to candidates who are shortlisted by the Selection Panel. Interviews are scheduled for the **14<sup>th</sup> and 15<sup>th</sup> December 2017**. Interviews will be held at Police HQ, Llangunnor, Carmarthen.

**What will happen following the interview?**

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, subject to enhanced vetting. If you accept this offer, it will be subject to confirmation by the Police and Crime Panel. The confirmation hearing will take place on **16<sup>th</sup> February 2018**.

## Equality of Opportunity Monitoring

The Police and Crime Commissioner and Chief Constable for Dyfed-Powys are firmly committed to promoting equality of opportunity, and are determined to ensuring that everyone is treated fairly, recognising and respecting individuality. We therefore ask you to complete this questionnaire to enable us to monitor the effectiveness of our policies and procedures in recruiting, appointing and retaining individuals from a diverse range of backgrounds.

The following request for information is for monitoring and statistical purposes only. The information supplied will be handled and stored in the strictest confidence once completed and will be kept sealed until such time as the recruitment process is complete. **Disclosure of this information is strictly voluntary, but the information will help us ensure equality of opportunity. If you do not wish to disclose any of the voluntary information please tick the boxes 'Prefer not to say'.**

1. Age Category	
Under 16	
16-24	
25-34	
35-44	
45-54	
55-64	
65-74	
75+	

2. Gender	
Male	
Female	

3. Sexual Orientation	
Bisexual	
Gay	
Heterosexual / Straight	
Lesbian	
Prefer not to say	

4. Religious Belief			
Buddist		Muslim	
Christian		Sikh	
Hindu		Other	
Jewish		No religion	
Prefer not to say			

5. Disability	
The definition of disability as defined under the Equality Act is 'a physical or mental impairment which has a substantial and long term adverse effect on ability to carry out normal day to day activities'.	
a) Do you consider yourself to be disabled?	
Yes	
No	
Prefer not to say	
b) If yes, how would you describe your disability? (tick all that apply)	
Blind/visual impairment	
Deaf/hearing impairment	
Learning disability	
Long standing illness or health condition	
Mental health condition	
Mobility impairment	
Other physical or medical condition	
Prefer not to say	



<b>6. Ethnic Group</b>	
<b>White</b>	
British	
English	
Gypsy or Irish Traveller	
Irish	
Northern Irish	
Scottish	
Welsh	
Any other White background (please state)	
<b>Mixed / multiple ethnic groups</b>	
White and Asian	
White and Black African	
White and Black Caribbean	
Any other Mixed background (please state)	
<b>Asian / Asian British</b>	
Bangladeshi	
Chinese	
Indian	
Pakistani	
Any other Asian background (please state)	
<b>Black – British</b>	
African	
Caribbean	
Any other Black background (please state)	
<b>Other Ethnic Group</b>	
Arab	
Any other ethnic group (please state)	
Prefer not to say	

## 7. Welsh Language

The Police Service in Wales has adopted a system of levels to indicate Welsh language skill.

There are 6 levels:

Level 0: No knowledge;

Level 1: Meeting and greeting;

Level 2: Basic conversation;

Level 3: Conversational skills in everyday situations;

Level 4: Fluent;

Level 5: Fluent and confident in all / formal conversations.

Please could you indicate your Welsh language ability for the following:

Speaking & listening	Level.....
Reading & writing	Level.....

## Appendix B



### INTERVIEW ASSESSMENT FORM APPOINTMENT OF CHIEF FINANCE OFFICER

14<sup>TH</sup> December 2017

Candidate: .....

INTERVIEW PANEL
Dafydd Llywelyn
Jayne Woods
Malcolm MacDonald
Carys Morgans

### SCORING

In each section, please score candidates against set criteria as follows:-

		Rating	Definition
1	=	<b>Low</b>	The candidate has provided little evidence that relates to the question. The example(s) used have no direct relevance to the role of Chief Finance Officer.
2	=	<b>Medium</b>	The candidate has provided some evidence that relates in part to the question. The example(s) used have some direct relevance to the role of Chief Finance Officer.
3	=	<b>High</b>	The candidate has provided evidence that relates to the question. The example(s) used have some direct relevance to the role of Chief Finance Officer.
4	=	<b>Exceptional</b>	The candidate has provided evidence that clearly and directly relates to the question. The example(s) used are thorough and have direct relevance to the role of Chief Finance Officer.

## EXERCISE

You are provided with a report on the Draft Budget Proposal for 2018/19 which went to the Strategic Finance Board on 20<sup>th</sup> November 2017.

You have 30 minutes to consider the above and prepare a verbal briefing for the Commissioner on the key significant threats and risks within the information provided.

Select one element of the Investments Bids received and explain how this will be communicated to the public.

You will have 15 minutes to brief the Commissioner and address any questions from the Panel. You may take any notes you wish into the meeting to assist you.

**Question designed to assess following skills/experience:**

- Decision making
- Managing performance
- Professionalism
- Serving the public

▪ **EXERCISE**

<b>NOTES</b>	
<b>Score</b>	

## Interview Recording Sheet

### Question 1:

**What are the effective components of good governance?**

- What is your understanding of how the financial governance in both the Force and OPCC should be undertaken?
- How would you go about delivering efficient and effective financial management?

### Question designed to assess following skills/experience:

- Decision-making
- Managing Performance
- Serving the Public

### Model answer would include:

- A clear understanding of the role
- Providing clear, factual advice and guidance which takes into account all factors
- Ability to take tough decisions openly and fairly;
- Communication and planning skills;

**Score**

**NOTES**

## Interview Recording Sheet

### Question 2:

**Do you see any tension between value for money obligations and being accountable for providing an efficient and effective service to the public?**

- What would be your approach to supporting the PCC in securing Value for Money and meeting the Police and Crime Plan Priorities?
- How would you approach the challenge of delivering Value for Money?
- What factors would you take into account in determining whether the financial reserves are appropriate?
- What action would you propose if the reserves were deemed to be too high?

### Question designed to assess following skills/experience:

- Strategic decision-making;
- Leading the workforce;
- Managing performance;
- Serving the public.

### Model answer would include:

- Demonstrative experience of good, sustainable financial management;
- Value base around honest , integrity and public accountability;
- Ability to communicate and engage with senior leaders and the public.

**Score**

**NOTES**

## Interview Recording Sheet

### **Question 3:**

**What has been the greatest professional challenge in your career to date? What were your guiding principles and values in overcoming this challenge?**

- What are your strengths and weaknesses?
- How do you motivate people?

### **Question designed to assess following skills/experience:**

- Professionalism;
- Working with others;
- Managing performance;
- Decision-making.

### **Model answer would include:**

- Willingness to take personal responsibility;
- Ability to self-analyse and self-critique;
- Demonstrate an ability to deal with challenging situations and make tough decisions.

**Score**

**NOTES**



## Interview Recording Sheet

### Question 4:

**Describe the relationship that you would like to have with the Chief Constable's CFO and how you would achieve this.**

- Please tell us of a time where you have managed a situation where there were differing views.
- How did you negotiate a way forward?
- What did you learn from the situation?

### Question designed to assess following skills/experience:

- Professionalism;
- Working with others;
- Managing performance.

### Model answer would include:

- Ability to develop, promote and maintain effective working relationships;
- Integrity, professionalism and moral courage;
- Ability to work and contribute as part of a team to deliver the vision.

**Score**

**NOTES**

## Interview Recording Sheet

### **Question 5:**

**What do you see as the key benefits and disadvantages of collaboration?**

- How would you identify and approach opportunities?
- How would you measure the success of collaborations?
- Where do you see potential collaboration opportunities for Dyfed Powys Police and is such collaboration limited to the Public Sector?

**Question designed to assess following skills/experience:**

- Working with Others;
- Serving the Public;
- Leading Change.

**Model answer would include:**

- Understanding of the influencers of partnership engagement;
- A commitment and enthusiasm towards partnership working and collaboration;
- Awareness of minority groups and how to engage with them;
- Strong, adaptable communication skills;
- Understanding the vision and how commissioning can support its delivery.

**Score**

**NOTES**

**SUMMARY**

	SCORE
Exercise	
Question 1	
Question 2	
Question 3	
Question 4	
Question 5	
<b>GRAND TOTAL</b>	

GENERAL COMMENTS:

SIGNED: ..... DATE: .....

**(Please note: This Form is to be completed and returned for record keeping and candidate feedback purposes to the Chief of Staff immediately after the interview process has been concluded).**

Mae'r dudalen hon yn wag yn fwriadol

## CHIEF FINANCE OFFICER SELECTION INTERVIEW DECISION RECORDING FORM



Candidate Name	Panel Member's Individual Scores				Panel's Total Score	Panel's Agreed Final Decision
	Panel Member 1	Panel Member 2	Panel Member 3	Panel Member 4		
Candidate A	10	10	11	13.5	44.5	
Candidate B	17	20	17	16.5	70.5	APPOINT
Candidate C	7	7	7	6	27	
Candidate D	15	11	12	15	53	

Police &amp; Crime Commissioner's Signature

Date: 14.12.17

Mae'r dudalen hon yn wag yn fwriadol

## **Appendix D**

### **Chief Financial Officer appointment process**

#### **Statement of the Independent Member of the Appointment Panel**

My role was as to provide an evaluation of the process to ensure that it was fair and to assess that the suitability of the candidates to this vital role within the Commissioner's management team.

#### **Fairness of the process**

In inviting five candidates meant that there was a sufficient number to enable a fair evaluation to occur. The candidates were asked to prepare a presentation to the panel based on current information relevant to the role provided. This was followed by the interview process that was based on the candidates providing answers to the same questions. One of the candidates asked to withdraw when provided with the presentation and did not provide a presentation nor did the interview process occur. I did not consider that the reduction of one candidate invalidated the process. Each member of the interview panel including me scored the remaining 4 candidates. The candidate who achieved the highest score is the one who is being put forward as the preferred candidate.

#### **Suitability of the candidates**

My aim as a qualified accountant and a former head of finance at a major Welsh Police Force was to ensure that the candidates had sufficient professional expertise to undertake the key role. In my opinion the process meant that it was possible to proceed to making a recommendation of a preferred candidate.

#### **Preferred Candidate**

I was the line manager whilst Head of Finance whilst employed at a major Welsh Police Force. That interest was declared to the rest of the panel and I had had no involvement in which of the candidates should be invited for interview. As it is fourteen years since that line management role existed, it was considered by the other members of the panel there has been a sufficient time interval for no unfair influence to arise. I fully support the appointment of the preferred candidate who achieved the highest score in the evaluation process.

Malcolm MacDonald

.

Mae'r dudalen hon yn wag yn fwriadol



## PANEL HEDDLU A THROSEDDU DYFED-POWYS

26/02/18

### PENDERFYNIADAU A WNAED GAN Y COMISIYNYDD

#### **Yr argymhellion/penderfyniadau allweddol y mae eu hangen:**

Ystyried y penderfyniadau a wnaed gan y Comisiynydd a gwneud y fath adroddiad neu argymhellion ag y gwêl y Panel yn briodol.

#### **Rhesymau:**

Mae dyletswydd statudol ar y Panel i wneud hyn.

Awdur yr Adroddiad:

Robert Edgecombe

Swydd:

Rheolwr Gwasanaethau  
Cyfreithiol

Rhif Ffôn:

01267 224018

Cyfeiriad e-bost:

rjedgeco@carmarthenshire.gov.uk

**EXECUTIVE SUMMARY**  
**DYFED – POWYS POLICE AND CRIME PANEL**  
**16/02/18**

**DECISIONS TAKEN BY THE COMMISSIONER**

Section 28(6) of the Police Reform and Social Responsibility Act 2011 requires the Panel to review or scrutinise decisions made and actions taken by the Police and Crime Commissioner in connection with the discharge of his functions and make reports and recommendations to the Commissioner in relation to the discharge of those functions.

Any such reports or recommendations must be published by the Panel.

**DETAILED REPORT ATTACHED ?**

**YES**

**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
Host Authority File	LS-0511/26	County Hall, Carmarthen

## REPORT / SUMMARY DECISION SHEET

**PURPOSE: COMMISSIONER DECISION – REF. DLL 062**

**Timing: Pressing**

**Title:** Restructure of the Office of the Police and Crime Commissioner (OPCC)

**Category of Decision / Business Area Impact:** e.g. Primary Legislation, Statutory Requirement, Finance, Performance, Complaints etc. (amend as appropriate)

Organisational

### **Executive Summary:**

The statutory responsibilities of the Police and Crime Commissioner are clearly set out in The Policing Protocol Order 2011. In order to achieve these statutory responsibilities the Police and Crime Commissioner, in accordance with the Police Reform and Social Responsibility Act 2011 may, in addition to the statutory officers of Chief of Staff and Chief Finance Officer, appoint staff as he thinks appropriate to enable him to exercise the functions of the Commissioner.

Since the Estates function have transferred from the Force to the OPCC (decision log DLL 030) in April 2017 and given that a number of staff members for various reasons are moving on from the OPCC, it was recently considered an opportune time to review the office structure to ensure it aligns with the Commissioner's needs and expectations.

Staffing levels in the current structure are 38.5 FTE and cost £1,353,000. The new structure staffing levels are proposed to be 41.1 FTE at a cost of £1,500,000. This increase in staffing includes a greater investment in the areas of compliance / performance management and finance. Part of the increase in cost is attributable to pay inflation and the progression of staff through the pay scales.

### **Recommendation:**

That the Office of the Police and Crime Commissioner be restructured to ensure that it provides efficient and effective support to the Police and Crime Commissioner in discharging his statutory responsibilities.

**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.

The above request has my approval.

**Signature:**

**Date: 30/01/2018**

A handwritten signature in black ink, appearing to read "Dafydd Iwan". The signature is written in a cursive style with a long horizontal stroke at the end.



## **Structure of the Office of Police and Crime Commissioner**

The core function of the Police and Crime Commissioner is to represent the diverse communities of the Dyfed-Powys Police Force area and to hold the police to account on behalf of the public. The Commissioner's statutory responsibilities are set out in The Policing Protocol Order 2011, which stipulates that the Commissioner has a legal power and duty to, amongst other things:

- Scrutinise, support and challenge overall performance of the Force against the agreed priorities of the Police and Crime Plan which he has set;
- Maintain an efficient and effective police force for the police area;
- Provide the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action;
- Monitor all complaints made against officers and staff, whilst having responsibility for complaints against the Chief Constable;
- Have a specific responsibility for the delivery of community safety and crime reduction; and
- Have a wider responsibility for the enhancement of the delivery of criminal justice in their area.

In order to achieve these statutory responsibilities the Police and Crime Commissioner, in accordance with the Police Reform and Social Responsibility Act 2011 may, in addition to the statutory officers of Chief of Staff and Chief Finance Officer, appoint staff as he thinks appropriate to enable him to exercise the functions of the Commissioner.

In taking into consideration the statutory responsibilities of the Police and Crime Commissioner, alongside his Police and Crime Plan 2017-2021, it is deemed appropriate to review the structure of the Office of the Police and Crime Commissioner (OPCC) in order to ensure that the structure aligns with the needs and expectations of the Commissioner. Furthermore, there is a requirement for the OPCC to be established in a way in which there is sustainable organisational performance that is consistent and self-perpetuating.

Upon transference of the estates function from the Force to the OPCC in April 2017 a review of the efficiency of the estates operation was instigated which would give consideration to staffing requirements. The findings informed the review of the overall structure of the OPCC which seeks to bring the two areas together thereby providing a greater level of

resilience particularly in relation to performance management and business support.

Initial consultation was undertaken with the team to determine their views on the effectiveness of current structure and seek opinions for future arrangements. It is pleasing to note that during the second phase of the consultation process when a proposed structure was presented for consideration, feedback was overwhelmingly positive and a general agreement that the proposed staffing structure would support the PCC to achieve effective outcomes for the public.

Staffing levels in the current structure (Appendix A) are 38.5 FTE and cost £1,353,000. The new structure staffing levels (Appendix B) are proposed to be 41.1 FTE at a cost of £1,500,000. This increase in staffing includes a greater investment in the areas of compliance / performance management and finance. Part of the increase in cost is attributable to pay inflation and the progression of staff through the pay scales. The review into the efficiency of the estates function identified a number of concerns in relation to statutory compliance matters and highlighted a need to invest to ensure that the PCC meets his statutory responsibilities, for example in relation to health and safety and to put provisions in place to monitor the performance of the OPCC. Additionally, it is considered necessary to invest in a business and financial service to facilitate sound business and financial management and control, and develop business performance and appropriate governance controls.

A key consideration for the proposed OPCC structure is the need to develop a staffing structure fit for purpose for future service provision. As such the proposed structure includes the outsourcing of hard and soft fabric maintenance services which is intended to deliver an improved service in a more cost effective manner. It also sees the transference of the Public Service Bureau to the Force in view of the impending changes to police complaint handling under the Policing and Crime Act 2017. By transferring the Public Service Bureau to the sole responsibility of the Chief Constable, the Commissioner will be able to discharge a fully independent approach to appeals when received.

The proposed structure will work alongside a new corporate governance structure for Dyfed-Powys Police and will be aligned to the Commissioner's partnership approach of developing constructive professional relationships both within the Force and with external partners involved in the delivery of local services. In this regard, the OPCC will be a catalyst to positive change that delivers effective and efficient services for our local communities.

### **Appendices**

- Current structure of the OPCC
- New structure of the OPCC

### **Background / Supporting papers**

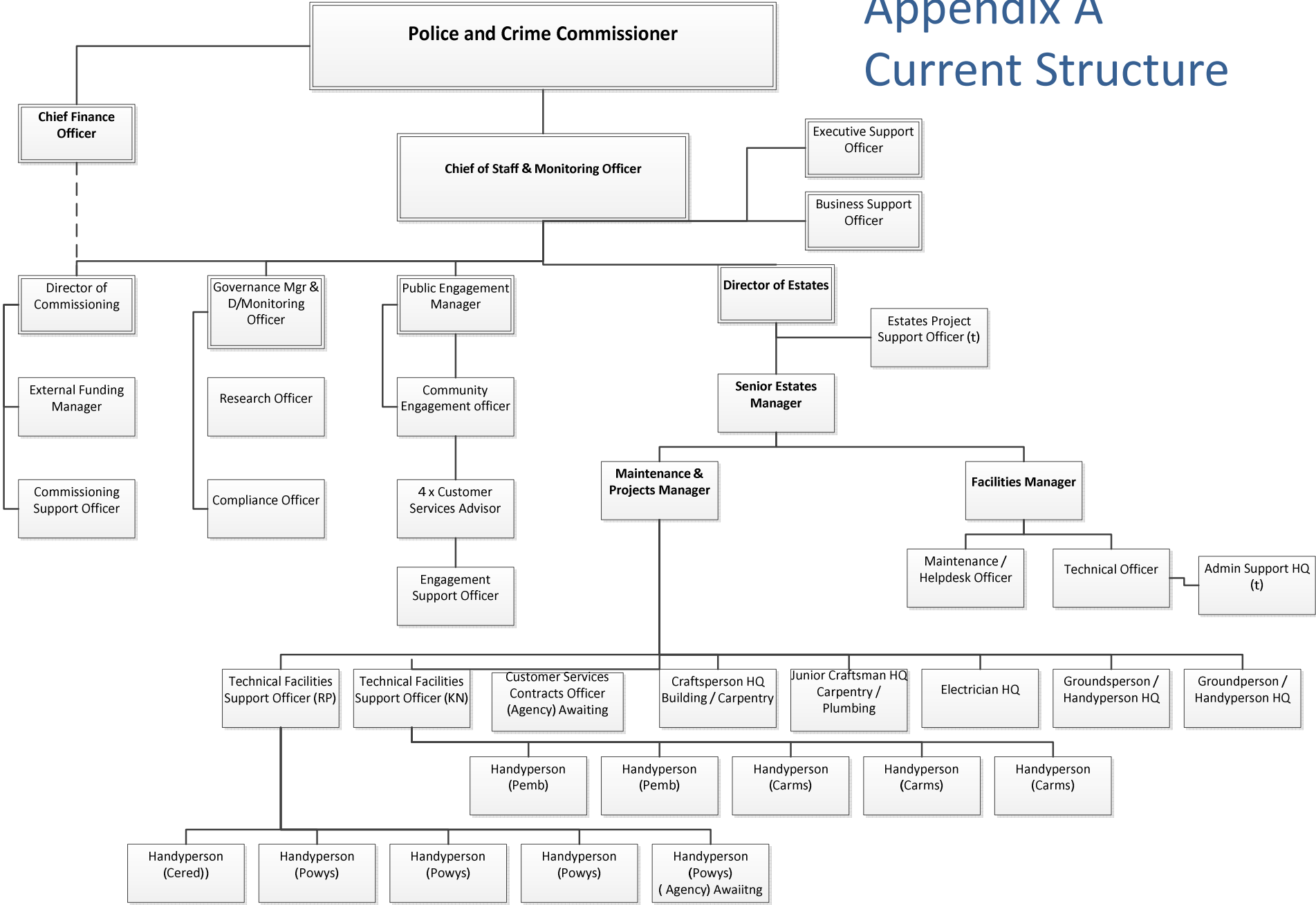
- The Policing Protocol Order 2011

- Police Reform and Social Responsibility Act 2011

Mae'r dudalen hon yn wag yn fwriadol

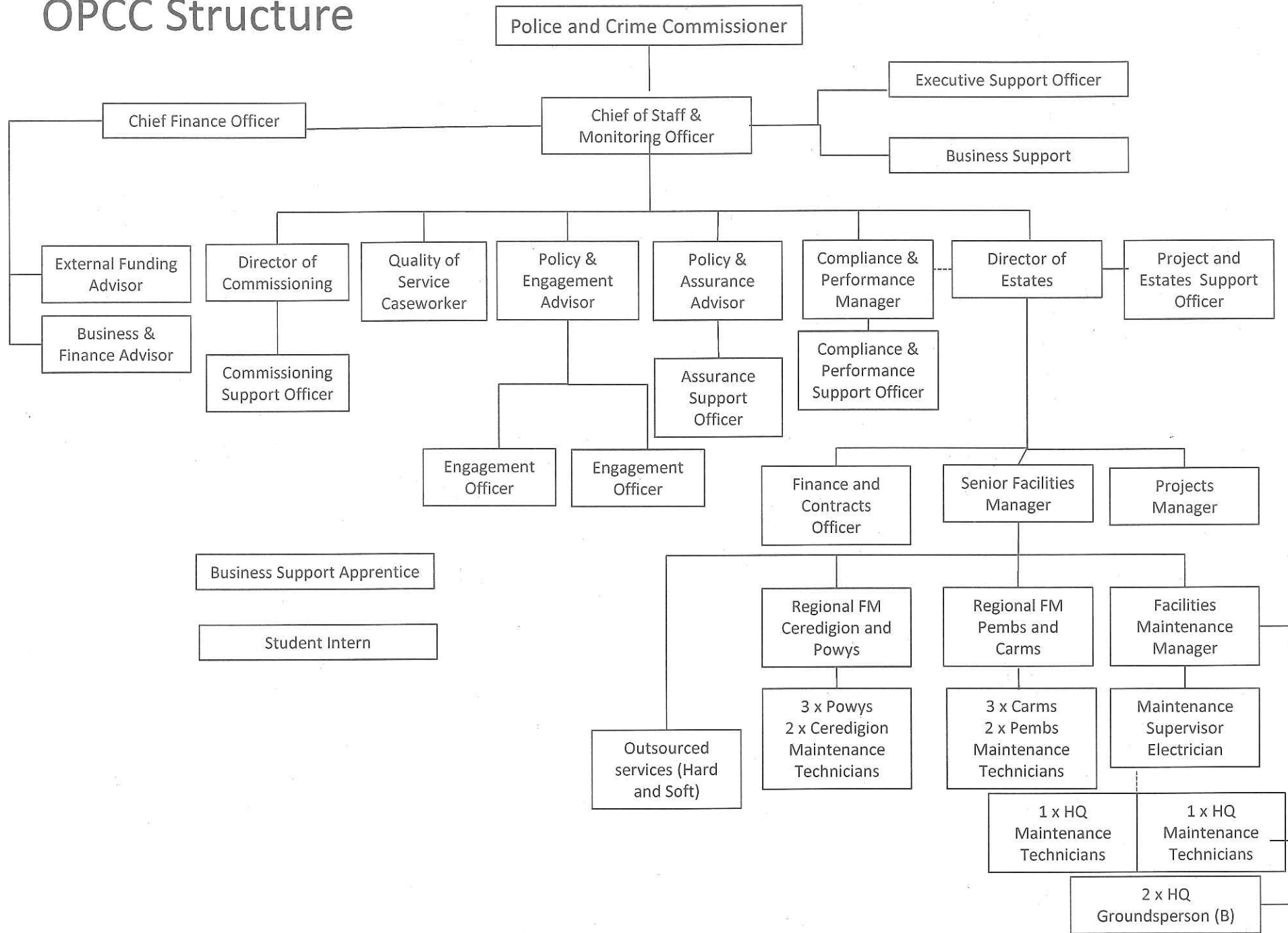


# Appendix A Current Structure



Mae'r dudalen hon yn wag yn fwriadol

# OPCC Structure



Mae'r dudalen hon yn wag yn fwriadol

## PANEL HEDDLU A THROSEDDU DYFED-POWYS 16.02.2018

### CYDYMFFURFIAETH O RAN Y RHEOLIAD DIOGELU DATA CYFFREDINOL

Yr argymhellion / penderfyniadau allweddol sydd eu hangen:  
Bydd y Panel yn mabwysiadu ac yn gweithredu yn unol â  
pholisiau a gweithdrefnau Diogelu Data yr awdurdod cynnal,  
sy'n bodoli o dro i dro.

#### **Rhesymau:**

Mae'n rhaid i'r Panel Heddlu a Throseddau gydymffurfio â gofynion y  
Rheoliad.

Awdur yr Adroddiad:

Robert Edgecombe

Swydd:

Rheolwr y Gwasanaethau  
Cyfreithiol

Rhif Ffôn

01267 224018

Cyfeiriad e-bost:

rjedgeco@sirgar.gov.uk

**EXECUTIVE SUMMARY**  
**DYFED – POWYS POLICE AND CRIME PANEL**  
**16.02.2018**

**GENERAL DATA PROTECTION REGULATION COMPLIANCE**

The General Data Protection Regulation (GDPR) comes into effect in May 2018 and replaces the requirements of the Data Protection Act.

Police and Crime Panels are registered as separate data controllers with the Information Commissioner and are therefore obliged to comply with the requirements of the Regulation.

In reality however the Panel does not itself hold or process personal data.

Any such activity is conducted via the host authority, in whose offices Panel records are kept and which supports the operation of the Panel website.

The Panel is required to implement appropriate technical and organisational measures that ensure and demonstrate that it complies with the regulation.

By resolving to adopt and follow the policies and procedures of the host authority the Panel will comply with this obligation and ensure a consistent approach between the Panel and the host authority

**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**

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