

## Chief Constable, Surrey Police

### Salary: circa £140,000 (plus benefits)

The Police and Crime Commissioner for Surrey is seeking an exceptional Chief Officer with the experience, ambition and vision to place the Force at the leading edge of policing. Our new Chief Constable will be an inspiring leader with a passion for Surrey, its people and its police force.

The successful candidate will be committed to driving down crime, improving already high levels of public confidence, developing excellent services for victims and delivering significant programmes of organisational change. He or she will need to ensure the force is fit-for-purpose to tackle new and emerging operational challenges and the changing nature of crime.

To discuss this opportunity, please call the Office of the Police & Crime Commissioner for Surrey and ask for Alison Bolton, Chief Executive. Telephone 01483 630 200 or email [alison.bolton@surrey.pnn.police.uk](mailto:alison.bolton@surrey.pnn.police.uk)

An application pack can be found online: [www.surrey-pcc.gov.uk](http://www.surrey-pcc.gov.uk)

Closing date for applications is **Friday, 29<sup>th</sup> April 2016**. Interviews are scheduled for 13<sup>th</sup> June 2016 and Police & Crime Panel confirmation hearing for 24<sup>th</sup> June (both may be subject to change after the PCC elections in May).

**CHIEF CONSTABLE OF SURREY****PERSON SPECIFICATION****Policing Professional Framework – Qualities**

The Surrey Police and Crime Commissioner requires the post holder to be able to demonstrate competence in accordance with the Policing Professional Framework (PPF) executive level personal qualities. In particular the Commissioner is seeking a person who can demonstrate that they have the following 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 these.

- Develops and delivers a clear operational strategy to reduce crime that meets the aims and objectives of the Police and Crime Plan
- Builds public confidence and trust by actively engaging with different communities, agencies and strategic stakeholders
- Develops effective partnerships at a local and national level
- Understands partners' perspectives and priorities, working co-operatively to develop future public services within budgetary constraints.

**Leading the Workforce**

Provides visible, dynamic and credible leadership within the Force and across Surrey. Displays emotional intelligence, presenting a positive and professional image of the Force that inspires colleagues and builds pride.

- Creates an environment where every member of the Force feels that their role and contribution is valued
- Creates enthusiasm and commitment by rewarding good performance and giving genuine recognition and praise
- Champions and promotes an organisational culture based on the highest professional conduct, standards and values and ensures that rigorous processes and policies are in place to deliver it
- Gives honest and constructive feedback to colleagues
- Creates and maintains the momentum for change
- Develops a high achieving and motivated chief officer group and plans effectively for succession within the Force
- Champions a learning and development culture within the Force that promotes diversity and equality and develops staff who are under-represented and have the greatest potential
- Invests time in coaching and mentoring staff.

**Leading Strategic Change**

Thinks in the long term, working with the Commissioner to create a compelling vision for the future and a strategy for how it can be achieved. Personally champions and delivers structural and cultural change, being prepared to think beyond the constraints of current ways of working.

- Identifies better ways to deliver value for money services that meet both local and national needs, particularly through collaboration
- Encourages creativity and innovation within the Force and partner organisations
- Understands broad political, social, economic and legislative trends and the potential effect they will have on the Force and police service
- Understands the views and priorities of outside organisations and government bodies and their effect on the Force and service
- Ensures the Force develops sufficient capability and capacity to meet the Strategic Policing Requirement.

**Managing Performance**

Translates vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it.

- Develops people at all levels of the organisation and creates an environment where staff are motivated to achieve results
- Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met
- Identifies and removes blockages to performance
- Manages the workforce and resources to maximise value for money
- Defines what good performance looks like, promoting good practice; and confronts and addresses underperformance
- Makes sure that staff are properly empowered, trained and informed to make the very best decisions in delivering policing services.

**Professionalism**

Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating a personal commitment, determination and energy to succeed.

- Continues to learn, develop and adapt to new circumstances
- Takes responsibility for tough or unpopular decisions
- Takes control and asserts authority where necessary
- Demonstrates courage and resilience in difficult situations
- Remains calm and professional under pressure and in times of uncertainty
- Openly acknowledges shortcomings in service and commits to putting them right

**Decision Making**

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out 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 factors
- Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each
- Prepared to make the ultimate decision, even in conditions of uncertainty
- Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

**Working with Others**

Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies.

- Consults widely and involves people in decision-making
- 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
- Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions
- Expresses own views positively and constructively
- Fully commits to team decisions.

March 2016

**ROLE PROFILE**

**POST TITLE:** CHIEF CONSTABLE

**ACCOUNTABLE TO:** SURREY POLICE AND CRIME COMMISSIONER

**RESPONSIBLE FOR:** The direction and control of the Surrey Police Force in accordance with the Police Act 1996, in order to provide Surrey with an effective and efficient police service, and the fulfilment of all the statutory and legal obligations of the office of Chief Constable

**LOCATION:** Mount Browne Police HQ, Guildford, Surrey

**SALARY:** circa £140,000 plus benefits

The successful candidate will be responsible for:

1. The fulfilment of all statutory and legal obligations of the Office of Chief Constable, ensuring that the business of the Force is carried out lawfully
2. Setting operational strategy and policy for policing in Surrey to deliver the vision, values and priorities as defined in the Police and Crime Plan
3. The direction and control of Surrey Police and the management of resources to provide an effective, efficient and ethical police service which achieves its goals within the strategic plans and budgets agreed by the Police & Crime Commissioner
4. Providing dynamic and high profile leadership to the Force, promoting the highest professional and ethical standards and harnessing the full potential of staff towards the aims of the Force by creating an environment in which people are motivated and inspired to give their very best
5. Leading the organisation successfully through change, creating innovative and resilient plans to achieve necessary savings and protecting and enhancing front-line delivery as far as possible
6. Continuing to develop and drive Surrey's collaborative efforts; bi-laterally with Sussex and with other forces and blue-light partners in the region
7. Ensuring the achievement of high performance by the Force, in particular by driving down crime, delivering excellent support for victims, being tenacious in bringing offenders to justice and securing high levels of public satisfaction and confidence

8. Fostering strong partnerships with the public and other partner agencies in order to fulfil the aims of the Police and Crime Plan, improve community safety and deliver an effective and efficient local criminal justice system
9. Providing professional advice to the Police and Crime Commissioner to support him or her in fulfilling his/her functions and creating effective working relationships with the Office of the Police & Crime Commissioner, taking responsibility for the accountability of the Force to the Commissioner and the people of Surrey
10. Developing and understanding the evidence base for threat, harm and risk facing local communities and for prioritising resources accordingly
11. Promoting equality, diversity and human rights in working practices and service delivery
12. Representing the best interest of Surrey in addressing and influencing national policing and criminal justice issues

March 2016

## Office of the Police and Crime Commissioner for Surrey

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March 2016

### **Chief Constable Appointment for Surrey Police**

Thank you for expressing an interest in becoming the Chief Constable of Surrey Police. This is a significant appointment and on behalf of the people of Surrey, we must find the best possible person to fill the role.

The next Chief Constable will be a talented individual who will provide inspirational leadership to the Force and deliver excellent policing services for our communities. To succeed in this role, you should be a dynamic and visionary leader with a passion for Surrey, its people and its police force.

The strategy for Surrey as set out in the Police & Crime Plan is achieving results and the next Chief Constable will need to build on this success. Surrey is a very safe county, but not without its challenges. Against a backdrop of cuts to police and other public sector partners and a requirement to make significant savings, the Force has recently embarked on an extensive programme of internal change to address the evolving nature of crime, threat risk and harm. The change programme – Policing in Your Neighbourhood – should allow Surrey Police to get to grips with tackling the exponential rise in ‘private crimes’ and improve its capability and capacity to deal with incidents such as domestic violence, sexual exploitation and tackling on-line crime.

Surrey Police also has a number of well-established and emerging collaborative arrangements with other forces (most notably with Sussex) and with blue-light partners, which will hopefully see improvements to performance, resilience and inter-operability. You will need to see through these various changes, whilst sustaining high performance and maintaining morale. Equally, success and progress come through creative thinking and the successful applicant will be given the encouragement and space to generate new ideas, challenge accepted practices and to make their mark on the Force.

(continued.....)

Our next Chief Constable will need to get to grips with the political and partnership dynamic in the county which could be subject to change following elections in May 2016. The ability to build relationships not only with a Police & Crime Commissioner, but also with Government, other forces, partner organisations and local people is fundamental.

The successful candidate will be heading up a lean but effective Chief Officer Group that recognises that our people are the most important asset. Surrey values all of its staff and wants to maintain a culture of pride throughout the organisation and every person's part in it.

If you feel that you can bring your flair and leadership skills to meet our challenges and to lead Surrey Police, then we would welcome your application. Should you wish to discuss this opportunity, please contact Alison Bolton, Chief Executive to the Office of the Police & Crime Commissioner (contact details at the top of this letter).

Yours sincerely,

A handwritten signature in black ink that reads "Kevin Hurley". The signature is written in a cursive style and is underlined with a single horizontal line.

**Kevin Hurley**

Police and Crime Commissioner for Surrey



Office of the Police and Crime  
Commissioner for Surrey

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2<sup>nd</sup> June 2016

Dear

**Chief Constable of Surrey Police**

As the newly elected Police & Crime Commissioner, I am delighted that one of my first responsibilities will be to appoint the Chief Constable of Surrey Police. This is a decision of critical importance and I am determined to find the right person to lead the Force and make it the outstanding service that our communities expect and rightly deserve.

When you submitted your application, we did not of course know who would be making this appointment. The purpose of this letter is, therefore, to set out those qualities that I personally will be seeking in the next Chief Constable.

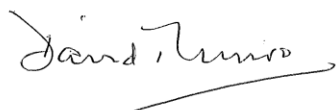
The successful candidate will need to facilitate the delivery of the Police & Crime Plan for Surrey. I attach a summary of the six priorities which will form the basis of the plan and which reflect those issues that the public has told me are important to them. My expectation is to build a relationship with the Chief Constable which is both robust and challenging but with a common purpose, centred upon the delivery of this plan. The relationship should be one based on mutual respect and understanding of our respective roles and one where we can foster honest and open dialogue.

I expect the Chief Constable to be an ambassador for the Force; an effective communicator, able to command the respect of the officers and staff who work with him, to develop new partnerships and to strengthen existing ones.

I am certain that the new Chief will have a proven track record of significant achievements, yet I would also expect you, if successful, to be open to challenge and change and to position the Force where it can flourish to the benefit of its personnel and of course to the residents we all serve.

Thank you for your application and I look forward to exploring these issues with you when we meet on 13<sup>th</sup> June.

Yours sincerely,

A handwritten signature in black ink that reads "David Munro". The signature is written in a cursive style and is underlined with a single horizontal stroke.

David Munro

Police & Crime Commissioner