

## Appendix B

### Office of the Police and Crime Commissioner for Surrey

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#### Chief Constable, Surrey Police

**Salary: circa £145,896 (plus benefits)**  
**Fixed-Term Contract, up to five years**  
**Based at Surrey Police HQ, Guildford**

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 next Chief Constable will be an inspiring leader with a passion for policing and strong desire to provide the best possible service for the residents of Surrey.

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.

If you feel that you can bring your flair and leadership skills to this role, then the Commissioner would welcome your application.

To discuss this opportunity and to request an application pack, 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). Further supporting information can be found online: [www.surrey-pcc.gov.uk](http://www.surrey-pcc.gov.uk)

We value diversity and inclusion and want to attract the best people for the role, regardless of age, ethnicity, sexual orientation, gender identity, sex, disability, social status and religious beliefs. The recruitment process will be entirely based on merit, fairness and openness.

Closing date for applications: **Midday on Friday, 8<sup>th</sup> March 2019**. Short-listing: Monday, 11<sup>th</sup> March 2019. Interviews: Monday, 18<sup>th</sup> March.

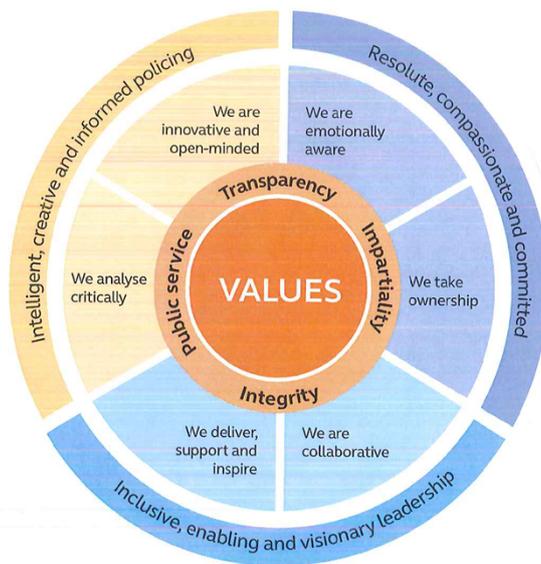
## CHIEF CONSTABLE OF SURREY POLICE

## PERSON SPECIFICATION

## Behaviours and Competencies:

**Competency and Values Framework for Policing**

The Surrey Police & Crime Commissioner requires the post holder to be able to demonstrate relevant competencies and values as set out in the College of Policing's [Competency and Values Framework \(CVF\)](#). The framework also strongly upholds the principles of the [Code of Ethics](#).



The four core policing **values** of transparency, impartiality, integrity and public service are relevant in all roles, regardless of rank or seniority. The role of Chief Constable should be operating or working towards the following **competency levels** of the CVF:

<b>Cluster</b>	<b><i>Resolute, Compassionate and Committed</i></b>	
<b>Competencies</b>	We are emotionally aware We take ownership	Level 3 Level 3
<b>Cluster</b>	<b><i>Inclusive, Enabling and Visionary Leadership</i></b>	
<b>Competencies</b>	We are collaborative We deliver, support and inspire	Level 3 Level 3
<b>Cluster</b>	<b><i>Intelligent, Creative and Informed Policing</i></b>	
<b>Competencies</b>	We analyse critically We are innovative and open minded	Level 3 Level 3

For examples of the **behaviours** associated with the core policing values and examples of Level 3 competencies, please see the [Competency and Values Framework](#) for Policing - Overview of Framework document (College of Policing, 2016) which is included in the application pack.

## Education, Qualifications, Skills and Experience

### Prior Education and Experience:

- Has held rank of Assistant Chief Constable/Commander or a more senior rank in a UK police force (or a designated role if appointed from overseas)
- Successful completion of the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC)
- Wide-ranging operational law enforcement experience and up-to-date operational /technical policing knowledge (including Authorising Officer Training)
- A demonstrable track record of successful working at a strategic level, including the leadership of law enforcement officers and staff at senior level
- Experience of successfully engaging with and influencing multi-agency partnerships
- Experience of implementing successful organisational development, change and innovation
- Experience of accountability for management of significant budgets
- Knowledge of emerging legal, political, economic, social, technological and environmental factors and their implications for policing and strategic planning
- Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context

### Skills:

- Highly skilled in the development of ambitious visions, strategy and policy, aligned to operational realities and wider plans/goals
- Able to deliver strategic organisational change, to ensure appropriate responses to emerging trends and issues
- Able to scan the internal and external horizon, identifying emerging trends and issues and to use these to inform strategic planning
- Skilled in leading, developing and inspiring people, engaging the organisation to account for performance and behaviours
- Able to operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money
- Able to demonstrate political astuteness; skilled in operating within the internal and external political landscape effectively
- Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest
- Effective communicator and influencer, able to use a range of techniques to successfully negotiate and collaborate at senior level across a range of stakeholders
- Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours
- A commitment to continuing professional development, keeping under review their own knowledge and skills and experience, whilst leading by example to support the professionalisation of the rest of the organisation
- Able to identify, commission and implement new or improved technologies or services that have a transformational impact on Force service delivery and/or cost

## ROLE PROFILE

<b>POST TITLE:</b>	CHIEF CONSTABLE OF SURREY POLICE
<b>ACCOUNTABLE TO:</b>	SURREY POLICE AND CRIME COMMISSIONER
<b>RESPONSIBLE FOR:</b>	The leadership, direction and control of Surrey Police, 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
<b>LOCATION:</b>	Mount Browne Police HQ, Guildford, Surrey
<b>SALARY:</b>	circa £145,896 (plus benefits)

### Role Purpose:

The Chief Constable has overall responsibility for leading Surrey Police, creating a vision and setting the direction and culture for the Force, building public and organisational trust and enabling the delivery of an effective and efficient policing service.

The Chief Constable is accountable for the totality of policing within the County, including the operational delivery of policing services and the effective command and leadership of the policing response to crime and major and critical incidents.

The Chief Constable is responsible for influencing and having due regard to the Strategic Policing Requirement.

As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the Office of Chief Constable and for complying with the Scheme of Governance which determines Force governance arrangements.

### Primary Accountabilities:

1. The fulfilment of all statutory and legal obligations of the Office of Chief Constable and ensuring that the business of the Force is carried out lawfully
2. Setting and ensuring the implementation of clear organisational and operational strategy and policy for policing in Surrey to deliver the vision, values and priorities as defined in the Police and Crime Plan, whilst also having regard for the development of regional and national policing and to the Strategic Policing Requirement
3. Developing a mutually productive relationship with the Police & Crime Commissioner and his Office, providing professional advice to support him in fulfilling his functions and taking responsibility for the accountability of the Force to the PCC and the people of Surrey
4. Providing dynamic and high profile leadership to the Force, promoting the highest professional and ethical standards and harnessing the full potential of staff by

creating an environment and culture 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. Leading, inspiring and engaging the Chief Officer team; setting an approach and culture that promotes wellbeing, facilitates professional development and creates an empowered team to deliver the Force's vision and goals
7. Developing and understanding the evidence base for threat, harm and risk facing local communities and for prioritising resources accordingly
8. Ensuring the achievement of high performance by the Force, in particular by driving down crime, being tenacious in bringing offenders to justice, delivering excellent support for victims and securing high levels of public satisfaction and confidence
9. Continuing to develop and drive Surrey's collaborative efforts; nationally, regionally, bi-laterally and with other blue-light partners
10. Developing and maintaining governance arrangements and processes within the Force to ensure effective decision making and appropriate action at all levels of the organisation
11. Accountability for Force financial management and strategic allocation of resources to provide an effective, efficient and ethical police service which achieves its goals within the strategic plans and budgets agreed by the PCC
12. Fostering strong partnerships with the public and with other partner agencies to improve community safety and to help ensure the delivery of an effective and efficient local criminal justice system
13. Playing an active role in the continuous improvement of policing practice by leading the Service's thinking and policy-making within an area of specialism at national level
14. Promoting equality, diversity and human rights in working practices and service delivery

## Office of the Police and Crime Commissioner for Surrey

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To all Chief Officers (via Police & Crime  
Commissioners in England and Wales)

Tel: 01483 630200  
Fax: 01483 634502

e-mail: [surreypcc@surrey.pnn.police.uk](mailto:surreypcc@surrey.pnn.police.uk)  
Website: [www.surrey-pcc.gov.uk](http://www.surrey-pcc.gov.uk)

February 2019

### **Chief Constable of Surrey Police**

I am about to embark on a selection process to recruit Surrey's next Chief Constable; a significant appointment and a decision of critical importance. On behalf of the people of Surrey, I am determined to find the best possible person to lead the Force and to make Surrey Police the outstanding service that our communities expect and deserve. I am therefore clear that the process to find the right individual will be entirely based on merit, fairness and openness.

The purpose of this letter is to set out those qualities that I personally will be seeking through this appointment and to encourage those Chief Officers who believe they meet these criteria to consider applying. First and foremost, the next Chief Constable will be a talented individual who will provide inspirational leadership and demonstrate a strong public service ethos, with the needs of the public at the forefront of his or her decisions and actions. To succeed in this role, you should be a dynamic and visionary leader with a passion for policing and a strong desire to provide the best service for the residents of Surrey.

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 excellent policing. 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.

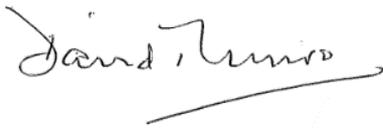
It is imperative that the next Chief Constable is able to lead and inspire the talented and committed officers and staff who work within the service, recognising that people are the Force's most important asset. The Chief Constable will lead by example, acting with integrity and encouraging our people to flourish. I have witnessed the emergence of a positive Force culture based on the empowerment and trust of officers and staff and I would expect this progress to continue.

Surrey is a safe county with high levels of public confidence. But of course, it is not without its challenges. However, under the leadership of our last Chief Constable, Surrey Police has made marked strides towards becoming an 'outstanding' police force in the eyes of the policing inspectorate. 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, bringing with them a proven track record of achievement. Yet, I would also expect you to be open to challenge and change. 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 so it can develop to the benefit of its officers and staff and, of course, to the residents we all serve.

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 or her, to develop new partnerships across a range of organisations and to strengthen existing ones.

If you feel that you can bring your flair and leadership skills to meet our challenges and to lead Surrey Police, then I 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).

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 and Crime Commissioner

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