

Chief Constable Recruitment

Information Pack



OFFICE OF THE POLICE &
CRIME COMMISSIONER FOR
SURREY





Contact us

If you are interested in this role and would like to find out more about it prior to making an application, please [email Alison Bolton](#) (Chief Executive, Office of the Police & Crime Commissioner for Surrey) who can answer questions or make an appointment for you to have an informal conversation with the Police & Crime Commissioner, Lisa Townsend.

Alison is also able to arrange for candidates to speak with Surrey Police's Chief Officers, at a mutually convenient time, to learn more about the Force and what it's like as a place to work.

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Foreword from Police and Crime Commissioner for Surrey Lisa Townsend



The appointment of Surrey's Chief Constable represents a new chapter for Surrey Police, building on the excellent work of those who have held the office in the past. As Police & Crime Commissioner, I am privileged to lead the selection process on behalf of the people of our county and am determined to find an exceptional leader who will focus their talents on making Surrey Police the outstanding service that our communities expect and deserve.

Surrey is a fantastic place to live and work. Whilst we rightly pride ourselves on being one of the safest counties in the country, serving our population of over 1.2million residents is not without its challenges from a policing perspective. The proximity to London, travelling criminality, one of the busiest stretches of motorway in Europe and the two main UK airports on our county borders means the spotlight is never far away from the policing service we provide.

In my view, there is no more important asset to Surrey Police than the people who work for and represent the Force. Demand for their services has never been higher and I am aware of the pressure that modern day policing places on our workforce at every rank in the organisation.

“ I am looking for a leader that can not only build resilience in their Chief Officer team, but also the wider Surrey Police workforce so that we can continue to both attract and also retain the very best people to serve the residents of this county. ”

I have spent a lot of time out and about with our policing teams to get an understanding of the often varied and complex roles they carry out on a daily basis. I am always impressed by the dedication, professionalism and can-do attitude they display, sometimes in the most challenging of circumstances.

The next Chief Constable must be able to lead, motivate and inspire our people and ensure that their wellbeing, from both a physical and mental health perspective, is a key priority. You will need to lead by example, acting with integrity and transparency and fostering a Force culture based on trust. I am looking for a leader that can not only build resilience in their Chief Officer team, but also the wider Surrey Police workforce so that we can continue to both attract and retain the very best people to serve the residents of this county.

The safety of our communities must be at the heart of our policing plans and that was firmly entrenched in my Police and Crime Plan which was launched in December last year. As part of the development of the Plan, we conducted the widest consultation process ever carried out by the Commissioner's office.

The resulting Plan is informed by the views of many key partners and of course, by the Surrey public. It is clear that there are issues that consistently cause concern such as speeding, anti-social behaviour, drugs and the safety of women and girls in our communities. But what was also clear was how highly our communities and partners value the policing service they receive.



The Chief Constable of our Force will need to deliver against the priorities set out in my Plan and help strengthen those relationships between our police teams and local communities. They will need to strike the right balance in tackling key issues such as improving our current detection rates whilst ensuring we provide that visible police presence in our communities which we know our residents want to see. This must be achieved at a time when policing budgets need to be finely balanced during the cost of living crisis.

To succeed in this role, you need to be a dynamic and visionary leader whose ambition can match that of a Force which is embarking on the boldest estates transformation in a generation. At the forefront of this is the redevelopment of our Mount Browne Headquarters site in Guildford which is at the heart of our strategy to create a force fit for modern day policing. I need a Chief Constable that can successfully drive that change and help shape the future of Surrey Police for years to come.

It is vital that the relationship between the Police & Crime Commissioner and the Chief



Constable is based on transparency, trust and a mutual respect and understanding of our respective roles. My expectation is to build an honest relationship with the Chief Constable which is both robust and challenging but with a common purpose, centred upon the delivery of excellent policing.

I am looking for a leader who is straight-talking and innovative and whose passion for public service can inspire those around them to help create a police force we can all be proud of.

If you believe that you can offer this to Surrey, then I would very much welcome your application.

Lisa Townsend

Lisa Townsend

Police and Crime Commissioner for Surrey

Further information:

- Find out more about [Lisa Townsend and the work of her office](#)
- See the [Police & Crime Plan for Surrey](#)



Police and Crime Plan 2021-25

When I was elected as Police and Crime Commissioner, I pledged to keep residents' views at the heart of my plans for the future.

The five priorities set out in my Police & Crime Plan reflect those views, as well as the professional judgement of policing and other colleagues on the issues, risks and threats facing our county. The Plan forms the basis on which I hold the Chief Constable to account for delivering efficient and effective policing and ultimately, is what I will be held accountable for delivering by the Surrey public.

Much has been achieved in the year since the Plan was put together, but I recognise that there is more to be done. It is an ambitious plan, but one that I am confident will deliver real benefits for Surrey. I look forward to working with the Chief Constable on continuing the progress made to date.



Preventing violence against women & girls



Protecting people from harm



Working with communities so that they feel safe



Ensuring safer Surrey roads



Strengthening relationships between Surrey Police and Surrey residents



About Surrey Police

With borders to the capital and the country's two busiest international airports; a blend of urban and rural environments; and contrasts between modern, densely populated towns and places rich in history and heritage, Surrey has long been seen as a pleasant, prosperous and safe place to live and work.

Whilst Surrey reaps many benefits from its strategic location in the South East, it also presents a breadth of professional challenges and complexities for its police force and the next Chief Constable. Criminality from adjacent London; rises in cyber-enabled fraud and financially-motivated crimes pose threats to the most vulnerable; and a growing and ever-more diverse population where clusters of deprivation and unemployment sit alongside areas of wealth and opportunity.

Surrey's workforce of 2,141 police officers and 1,887 police staff deliver policing services to 1.2million people across an area of 640 square miles. Surrey has a long-standing and well-embedded partnership with Sussex Police and almost a quarter of our officers and staff work in collaborated teams across both counties. It has traditionally seen low levels of crime, high levels of public confidence and mature, constructive partnerships with organisations

across the county and the region.

Surrey Police's commitment to neighbourhood policing is seen as one of its foremost strengths. The Force's work on early intervention and prevention to keep crime levels low has been recognised by HMICFRS as 'outstanding' in its most recent PEEL inspection. The Force has been graded as 'good' for engaging with the public, investigating crime, and protecting vulnerable people.



The Force recognises, however, that there is more still to be done to drive performance around investigations and positive outcomes, and in areas such as the response to non-emergency calls. Surrey Police presents a real opportunity for the next Chief Constable to strive for excellence.

By March 2023, Surrey Police will have grown by 259 officers funded by Operation Uplift and the council tax precept and, to achieve this, will have recruited in more than 800 new officers. The workforce now comprises an exceptionally high proportion of officers who are young in service and whilst this offers great future potential, it also presents challenges in terms of skills, experience and retention. The Force has invested heavily in creating a welcoming culture that values and invests in its people and their wellbeing, ensuring that officers and staff are properly equipped, supported and motivated to be the best they can be. An exciting project to redevelop our Headquarters site of almost 80 years at Mount Browne in Guildford is now well-underway and alongside other plans for our estate, will see the Force become a more modern, energetic and fit-for-purpose place for people to work.

In line with other police forces across England and Wales, Surrey Police faces its fair share of pressures in the years ahead. The impact of the pandemic on criminality; financial strain on the Force and local communities; and our ability to attract and retain staff with specialist skills in an increasingly competitive market are areas of particular risk. Surrey Police has a funding gap of approximately £18m over the next five years and work is already underway to scope and propose options for savings which will require a significant scale of change.



Surrey's previous Chief Constables have established a reputation for creativity and innovation to address such challenges and many have subsequently gone on to take up the most senior roles in policing and law enforcement in the United Kingdom. The Force is well placed to be an organisation that can adapt to future demands and responsibilities. A productive, inclusive and rewarding place to work, with ethics and integrity at the heart of everything it does and, importantly, focused on keeping Surrey safe and feeling safe.

Further information:

- Find out more [about Surrey Police](#)
- See Surrey Police's most [recent HMICFRS inspections](#)
- Learn more [about Surrey as a place to live and work](#)



AN AVERAGE DAY FOR SURREY POLICE



445

calls to 999

732 calls to 101
1136 digital contacts



101

Emergencies

125 priority responses
49 repeat victims

Including:

07 burglaries
49 antisocial behaviour incidents
42 mental health related incidents
08 missing persons
04 child protection cases



125

New investigations



31

Arrests

PEEL Inspection outcomes 2021:

| Outstanding | Good | Adequate | Requires improvement | Inadequate |
|------------------|------------------------------|---------------------------------|----------------------|------------|
| Preventing crime | Investigating crime | Responding to the public | Managing offenders | |
| | Treatment of the public | Developing a positive workplace | | |
| | Protecting vulnerable people | Good use of resources | | |

PEEL Inspection outcomes 2019-2021:

| | | |
|---|----------------------------------|---|
| NEW Providing a service to victims of crime | 2021 Ungraded Commentary only | 2019 Not tested |
| NEW Victim service assessment (VSA) | 2021 Ungraded Commentary only | 2019 Not tested |
| Engaging with and treating the public with fairness and respect | 2021 Good | 2019 Good |
| Preventing crime and anti-social behaviour | 2021 Outstanding | 2019 Outstanding |
| Responding to the public | 2021 Adequate 2 x AFIs | 2019 No specific grading but 1 x AFI |
| Investigating crime | 2021 Good | 2019 Good |
| Protecting vulnerable people | 2021 Good | 2019 Good |
| Managing offenders and suspects | 2021 Requires Improvement | 2019 Assessed within Investigation & PVP |
| Building, supporting and protecting the workforce | 2021 Adequate 2 x AFIs | 2019 Requires Improvement |
| Vetting and counter corruption | 2021 Not tested | 2019 Good |
| Strategic planning, organisational management and value for money | 2021 Adequate 1 x AFI | 2019 Requires Improvement |

Role and purpose

The Chief Constable of Surrey Police is responsible for leading the Force, creating a vision and setting the direction and culture that builds public and organisational confidence and trust, and enables the delivery of a professional, effective and efficient police service. The Chief Constable holds direct accountability for the operational delivery of policing services in Surrey and the effective command and leadership of the policing response to crime and major and critical incidents.

The role is also responsible for influencing the development of regional and national policing and may be accountable for national operations or standards setting.

The Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with the Scheme of Governance, agreed with the Police & Crime Commissioner, which determines Force governance arrangements.

Key accountabilities:

- Setting and ensuring the implementation of a clear organisational and operational strategy for policing in Surrey to deliver the vision, values and priorities as defined in the Police and Crime Plan, whilst also having regard to the development of regional and national policing and to the Strategic Policing Requirement
- Developing a mutually productive relationship with the Police & Crime Commissioner and their Office in line with the Policing Protocol, providing professional advice to support them in fulfilling their functions and taking responsibility for the accountability of the Force to the Commissioner and the people of Surrey
- 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
- Leading, inspiring and engaging the Chief Officer team; setting a culture that promotes high standards, facilitates professional development and creates an empowered team to deliver the Force's vision and goals
- Leading the organisation successfully through change, creating innovative and resilient plans to achieve necessary savings and meet current and future demands, whilst protecting and enhancing front-line delivery as far as possible
- 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
- Accountability for Force financial management and strategic allocation of resources to provide an effective, efficient police service which achieves its goals within the strategic plans and budgets agreed by the Commissioner and ensuring that governance arrangements and processes promote effective decision-making throughout the organisation
- Fostering strong partnerships with the public and with other partner agencies to solve the problems that cause the most harm to local communities and to build trust and confidence in Surrey Police
- Playing an active role in the continuous improvement of policing practice, creating strong, strategic relationships with local, regional and national partners, and by leading the Service's thinking and policy-making within an area of specialism at national level

Education and Experience

The successful candidate will have:

- Completed the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC)
- Held the rank of Assistant Chief Constable/Commander or a more senior rank in a UK police force (or a designated role if appointed from overseas)
- 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 a senior level
- Experience of successfully engaging with and influencing multi-agency partnerships
- Experience of implementing successful organisational development, change and innovation and of effective performance management frameworks
- 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

The successful candidate will be:

- Highly skilled in the development of ambitious visions, strategy and policy, aligned to operational realities and wider plans/goals
- Able to operate with high levels of commercial acumen, skilled in effective organisational financial management and balancing conflicting resource demands whilst driving value for money
- Able to deliver strategic organisational change, to ensure appropriate responses to emerging trends and issues

Skills (cont.)

- 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 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
- An effective communicator and influencer, able to use a range of techniques to successfully negotiate and collaborate at senior level across a range of stakeholders
- Committed to continuing professional development, keeping under review their own knowledge and skills and experience, whilst leading by example to support the professionalisation of the whole 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

Continuing Professional Development (CPD)

All senior officers are expected to undertake CPD and should reflect upon their existing knowledge, skills and experience to identify and plan their ongoing professional development. This should include personal, professional and business skills, as well as all mandatory training required for occupational and operational competency and accreditation.

Competency and Values Framework

The Chief Constable, in common with all roles, is expected to know, understand and act within the ethics and values of the Police Service.

The College of Policing's Competency and Values Framework ensures that there are clear expectations of everyone working in policing. It defines relevant behaviours, competencies and values which uphold the principles of the Code of Ethics. Candidates will be required to evidence all six competency areas of the framework at level three.

For examples of the behaviours associated with the core policing values and examples of level three competencies, please see the [**Competency and Values Framework for Policing - Overview of Framework document \(College of Policing, 2016\)**](#).

Additional information

| | |
|--|--|
| Location | The role will be based at Mount Browne Police HQ in Guildford, Surrey. The post holder is required to live within a reasonable commuting distance of Surrey Police HQ to enable them to fulfil the responsibilities of the post. |
| Surrey Police HQ Guildford GU3 1HG | |
| Salary and benefits | Chief Constable salaries are set nationally by the Home Secretary and are dependent on the size of the Force. The Surrey Chief Constable's salary is currently £155,184 per annum. The Police & Crime Commissioner has the discretion to vary the salary of the Chief Constable by up to 10% on appointment, which will be actively considered for the right candidate |
| £155,184pa plus benefits | A package of benefits is also available to the Chief Constable. The Commissioner recognises the challenges that are inherent to re-locating to Surrey. For the right candidate, support will be considered with regards to a relocation package. Further details on this and the wider benefits package can be provided on request. |
| Duration | The initial fixed-term appointment will be for up to five years, to be agreed as part of the final negotiations. The appointment would commence after confirmation by the Surrey Police and Crime Panel. The current Chief Constable is expected to take up his new role on 1st April 2023. |
| Initial fixed term appointment of up to five years | |

How do I apply?

For any queries relating to this selection process, or to request the application form, please contact Alison Bolton, Chief Executive of the Office of the Police & Crime Commissioner for Surrey, **by email** or by telephone 01483 630 200.

Selection process

Applications will be shortlisted against the requirements and the CVF competency areas detailed in this pack. Further information is available in the application form.

Successful candidates will be invited to attend an assessment day on **Thursday, 5th January 2023** at a location to be confirmed, in Surrey. This will comprise an assessed interview and presentation with the Police & Crime Commissioner and her Appointments Panel; and an exercise involving a stakeholder panel to be chaired by the Deputy Police & Crime Commissioner, Ellie Vesey-Thompson. Whilst the stakeholder session will not be scored, feedback will be provided to the Commissioner, who values the perspective of partners and communities in making this appointment.

Timelines

| | |
|--|--|
| Closing date for applications | Midday, Friday 02 December 2022 |
| Shortlisting | Candidates selected for interview will be advised during w/c 12th December 2022 |
| Assessment day | Thursday, 5th January 2023 at a venue TBC in Surrey |
| Confirmation Hearing with Surrey Police and Crime Panel | Date TBC before Friday, 27th January |





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