

Purpose

The Chief Constable has overall responsibility for leading the Force, creating a vision and setting direction and culture that:

- builds public and organisational confidence and trust
- enables the delivery of a professional, effective and efficient policing service

The Chief Constable holds direct accountability for the independent 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 the development of regional and national policing and may be accountable for national operations or standard setting.

As a corporation sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any schemes of governance or consent that exist, which determine Force governance arrangements.

The Chief Constable ensures the operational independence of the police, which is a fundamental principle of British policing. It is expected by the Home Secretary that the professional discretion of the police service and oath of office give surety to the public that this shall not be compromised.

Key Responsibilities

- Fulfilling the authorising responsibilities of a Chief Constable, maintaining accountability for effective compliant policing responses to protect the public and further develop the Force's operational strategies.
- Advising national bodies such as Cabinet Office Briefing Rooms (COBR) on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
- Leading and commanding the operational policing responses on occasion, in the most high-risk and high-profile instances, in order to protect the public and ensure an appropriate and effective response.
- Representing the Force at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
- Developing and maintaining strategic partnerships and relationships with local, regional and national partners, influencing across the diverse stakeholder landscape to generate consensus on how best to collaborate and work together on shared outcomes, and make a leading contribution to improvements and change in the broader operating context to enable the achievement of the Force objectives.
- Developing a mutually productive strategic relationship with the Police and Crime Commissioner (PCC) in line with the requirements of the policing protocol, whilst fulfilling all statutory and legal obligations as corporation sole.
- Championing and leading the creation of an organisational climate that is inclusive, builds confidence in doing the right thing, promoting ethical behaviour, and maximising the value brought by different perspectives and experiences, by role modelling the right behaviours and ensuring the right systems and processes are

in place so that the Force is designed and operates in line with its values and ethics to enable successful policing.

- Leading, inspiring and engaging the Force, communicating a clear direction, and setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful continuing professional development, regular review conversations and performance management to create empowered teams that effectively deliver the Force vision and goals.
- Holding accountability for managing their allocated budgets after they have been approved by the PCC. Ensuring that the financial management of their allocated budget remains consistent with the objectives and conditions set by the PCC and effective use of public spending.
- Playing an active role in national decision making on the development of the police service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money.
- Setting and ensuring the implementation of organisational and operational strategy for the Force, having regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives to provide an effective and efficient policing service that meets current and future policing demands.
- Creating and driving a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence-based policing.
- Developing and maintaining governance arrangements and processes within the Force, to ensure effective decision making and appropriate action at all levels or tiers of the organisation.
- Leading national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
- Creating an environment that nurtures open communication, workforce development and accountability. Adopting a people-centred approach to enabling professional development; including effective regular review conversations, promoting and role modelling a culture of care and continuing development, where individuals are supported, their contributions are recognised, and the organisation demonstrates connection with its people leading to enhanced individual, team and organisational success.

Education and Experience, Behaviours, Skills and Competencies

Previous education, qualifications and experience:

- Has held rank of Assistant Chief Constable or commander or a more senior rank in a UK police force (or have held one of the designated roles if appointed from overseas) or have held a senior position in the fire and rescue service in cases where a single employer model has been adopted.
- Successful completion of the College of Policing's Executive Leaders Programme (ELP) or successfully completed the senior police national assessment centre (senior PNAC) and the strategic command course prior to 2023.
- Successful completion of the A7 authorising officer's course.
- Wide ranging operational law enforcement experience.
- A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
- Experience of successfully engaging with and influencing multi-agency partnerships.
- Experience of implementing an effective performance management framework.

- Experience of implementing successful organisational development, change and innovation.
- Experience of accountability for management of significant budgets.
- Up to date operational or technical policing knowledge.
- Knowledge of developing legal, political, economic, social, technological, and environmental factors and an understanding of the implications for 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 vision, 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 which balances conflicting resource demands and drives value for money.
- Able to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
- Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
- Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
- Able to use a wide range of highly effective communication, problem solving and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders and partners.
- Skilled in building and maintaining strategic stakeholder relationships at all levels, including the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
- Skilled in leading, developing and inspiring people, engaging the organisation with strategic priorities, values and behaviours.
- Able to reflect on own performance/behaviour and openness to being held to account for it.
- Skilled in holding individuals and the organisation to account for performance and behaviours.
- Able to identify, commission and implement new or improved technologies/services that have a transformational impact on Force service delivery and/or cost.
- Experience of strategic command at a senior rank in a range of demanding operational policing environments, including major security/incident situations.
- Developing, implementing and evaluating strategy, plans, programmes and procedures for the services of the police force with a track record of this delivering demonstrable improvements in policing.
- Ability to demonstrate improvements in policing through the successful and innovative management of resources, both people and financial, with a focus on key performance indicators and outcomes, including value for money.
- Working in partnership with local authorities, other partners and communities to deliver policing which enhances trust and confidence, prevents and reduces crime and reduces harm to communities.
- Experience of delivering improving performance, through leading organisational change.

- Ability to operate in complex organisational structures and political environments.
- Awareness of and demonstrable commitment to the need to eliminate discrimination, advance equality of opportunity and foster good community relations for the benefits of both those employed within the police service and the communities they serve. Understanding of the need to address different protected characteristics as well as wider strands of diversity such as neurodiversity.
- Experience of influencing and contributing to the development of policing at a national level.
- Awareness of potential new arrangements for policing governance.
- Participating and directing media and public relation matters.
- Understanding of the impacts of crime from an individual, cultural, and community perspective, such as trauma. Able to understand the inequality of crime and strategies required to redress the imbalance.

Behaviours:

This role requires the full range of behaviours set out in the College of Policing's Competency and Values Framework. It is expected that the postholder will be operating at level 3 of that framework (senior manager/executive level). The recruitment process is based around demonstrating the six competencies described in the Framework:

- [We are emotionally aware](#)
- [We take ownership](#)
- [We collaborate](#)
- [We support and inspire](#)
- [We analyse critically](#)
- [We are innovative and open-minded](#)

Continuing Professional Development (CPD)

Learning and accreditation:

- Complete all core training to retain occupational and operational accreditation.

Professional development:

The Chief Constable is expected to consider the following examples when planning their CPD:

- Engaging in regular reflection on personal performance and associated impact with particular reference to the [competency and values framework](#)
- Role modelling continuing professional development and lead by example by sharing learning and reflections to support the professionalisation of the police service
- Maintaining knowledge of strategic leadership and management theory and continually reflect on practical application in the operational policing context
- Attending bi-annual national Chief Constable CPD events

- Participating in coaching and/or mentoring opportunities for self and others to use and share the learning to inform own and others' approach to leadership, management and policing
- Maintaining commercial awareness and build financial acumen by working closely with partners and multi-agencies at a local and national level
- Maintaining knowledge and understanding of performance management processes, including data analysis methodologies and how performance can be benchmarked locally, regionally and nationally
- Contributing to evidence-based research by conducting research and analysis of operational policing issues to solve problems and support the professionalisation and transformation of policing
- Building and participating in peer networks and action learning sets to enable approaches to joint problem solving, share learning locally, regionally and nationally to support business process modernisation, efficiency and continuity
- Maintaining knowledge of College of Policing guidance, good practice and national and local initiatives and policies applicable to the strategic policing context
- Maintaining knowledge and understanding of the College of Policing leadership development learning content that is relevant to the role and rank
- Maintaining and updating key knowledge and understanding to effectively apply legislation, policy and practice across all functional policing areas of operational responsibility
- Maintaining knowledge and understanding of political, economic, social, technological, legal and environmental factors and developments to inform strategic policing plans and enable an efficient and effective approach to policing and ensure the Force is able to tackle new and evolving crime, threats and priorities
- Working with national policing agencies and bodies, such as His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), National Crime Agency (NCA) and the College of Policing and participate in and contribute to serious case reviews and Independent Office for Police Conduct (IOPC) investigations to ensure the Force meets and maintains professional standards

Other:

- Completing all professional development as required by the Force.
- Demonstrates commitment, devotion of time to activities and resilience required for the post.
- Able to respond to out of hours call from home within a reasonable period.
- Professional and personal integrity of the highest standing.