

# Policing Professional Profile

## Chief Constable

### Role Purpose:

*(This section summarises the key function of the role)*

The Chief Constable has overall responsibility for leading the Force, creating a vision and setting direction and culture for the Force that builds public and organisational confidence and trust and enables the delivery of an effective policing service.

The Chief Constable holds direct operational accountability for the policing response to crime and major and critical incidents and their effective command and leadership.

The Chief Constable is responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting and is responsible for providing a professional, effective and efficient policing service.

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 and which set out the full roles and responsibilities of the Police and Crime Commissioner and Chief Constables, respectively.

### Primary Accountabilities:

*(This section details the key responsibilities required of the role)*

- Set and ensure the implementation of organisational and operational strategy for the Force, having regard to wider plans and objectives such as the Police and Crime Plan and Strategic Policing Requirement, in order to provide an effective and efficient policing service that meets current and future policing demands.
- Develop and maintain governance arrangements and processes to ensure effective decision making and appropriate action at all levels/tiers of the organisation.
- Develop a mutually productive strategic relationship with the Police and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
- Lead the Force, communicating a clear direction, setting organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service.
- Lead, inspire and engage the Chief Officer team; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the Force vision and goals.
- Fulfil the authorising responsibilities of a Chief Constable e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, in order to protect the public and further develop the Force's operational strategies.

- Lead and command 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.
- Hold accountability for Force financial management and determine functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the Force objectives.
- Advise national bodies such as 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.
- Represent 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.
- Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
- Create and drive a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence based policing.
- Play 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.

**Behaviours:***(Outlines the behavioural requirements of the role)*

All roles are expected to know, understand and act within the ethics and values of the Police Service.

The Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice.

It is suggested that this role should be operating or working towards the following levels of the CVF:

**Resolute, compassionate and committed**

We are emotionally aware

Level 3

We take ownership

Level 3

**Inclusive, enabling and visionary leadership**

We are collaborative

Level 3

We deliver, support and inspire

Level 3

**Intelligent, creative and informed policing**

We analyse critically

Level 3

We are innovative and open-minded

Level 3

**Education, Qualifications, Skills and Experience:***(Outlines the skills and educational and qualification requirements to be able to fulfil the role)***Prior Education and Experience:**

- Has held rank of ACC/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas).
- Successful completion of the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC).
- Authorising Officer Training
- 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/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.

#### **Policing Education and Qualification Framework (PEQF):**

- From 2022, a Masters qualification will be a pre-requisite for accessing the Strategic Command Course (SCC) and promotion to and within Chief Officer ranks.

**Please note:** Whilst the academic requirement of the PEQF has been agreed the timeframe for mandating and transitioning to the pre-requisite of a Masters qualification remains subject to review.

#### **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 and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders.
- Skilled in building and maintaining strategic stakeholder relationships at 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 and hold themselves, 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.

## **Continuing Professional Development (CPD):**

*(Outlines possible continuing professional development activities which will enable the individual to maintain and enhance competence in the role)*

A senior leaders CPD Framework has been developed that identifies three important elements Chief Officers should consider when planning their CPD.

Chief Officers should reflect upon their existing knowledge, skills and experience to identify and plan their professional development alongside the following examples. Below are some suggested examples but by no means exhaustive:

### **Personal Skills**

- Role model continuing professional development and lead by example by sharing learning and reflections to support the professionalisation of the police service
- Maintain knowledge of strategic leadership and management theory and continually reflect on practical application in the operational policing context
- Attend bi-annual National Chief Constable CPD events
- Participate 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.

### **Business Skills**

- Maintain commercial awareness and build financial acumen by working closely with partners and multi-agencies at a local and national level
- Maintain knowledge and understanding of performance management processes, including data analysis methodologies and how performance can be benchmarked locally, regionally and nationally
- Contribute to evidence based research by conducting research and analysis of operational policing issues to solve problems and support the professionalisation and transformation of policing
- Build and participate 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.

### **Professional Skills**

- Maintain knowledge of College of Policing Guidance, best practice and national and local initiatives and policies applicable to the strategic policing context
- Maintain and update key knowledge and understanding to effectively apply legislation, policy and practice across all functional policing areas of operational responsibility
- Maintain 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
- Work with national policing agencies and bodies, such as Her Majesty's Inspectorate of Constabulary (HMIC), National Crime Agency (NCA) and the College of Policing, and participate in and contribute to serious case reviews and Independent Police Complaints Commission (IPCC) investigations to ensure the force meets and maintains professional standards
- Complete all annual and mandatory training to retain occupational and operational accreditation.

**Professional Registration/Licences:**

*(Outlines any ongoing registration or licensing requirements of the role)*

Not applicable.

**Links to other profiles:**

*(Indicates links to NPoCC role profiles, or other professional profiles which should be read in conjunction with this professional profile, please note this may not be exhaustive)*

Not applicable.

**Metadata:**

*(For College Use: Information to enable the search function on the Professional Development Website)*